



San Mateo Medical Center



Tidepools at Fitzgerald Marine Reserve



Sheriff's Activity League



Coyote Point Playground



County of San Mateo

Recommended Budget

FY 2007-08
FY 2008-09



Natural Connections: RecycleWorks



Senior Care Services



Prenatal to Three Initiative



Accessible Universal Voting Center

County of San Mateo

Recommended Budget

FY 2007-08

FY 2008-09



San Mateo Medical Center



Tides



Coyote Point Playground



Natural Connections: RecycleWorks



Senior Care Services

Prenatal to Three Initiative



Accessible Universal Voting Center

Board of Supervisors
Mark Church, 1st District
Jerry Hill, 2nd District
Richard Gordon, 3rd District
Rose Jacobs Gibson, 4th District
Adrienne Tissier, 5th District

Recommended By:
John L. Maltbie, County Manager



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

RECOMMENDED BUDGET FISCAL YEAR 2007-08 RECOMMENDED BUDGET FISCAL YEAR 2008-09

Recommended by John L. Maltbie, County Manager

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Reyna Farrales, Deputy County Manager
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First 5
Health Department
Human Services Agency**

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**Board of Supervisors
Controller's Office
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San Mateo Medical Center
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Construction Funds
Debt Service Fund
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Grand Jury
Information Services
Retirement (SamCERA)**

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**Coroner's Office
County Support of the Courts
District Attorney/Public Administrator
Private Defender Program
Probation Department
Sheriff's Office
Message Switch**

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Department of Housing
Human Resources Department
Local Agency Formation Commission
Office of Economic Development
Public Safety Communications
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Nick Howard**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**County of San Mateo
California**

For the Fiscal Year Beginning

July 1, 2006

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to County of San Mateo, California for its annual budget for the fiscal year beginning July 1, 2006. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

FISCAL YEAR 2007-08 AND FISCAL YEAR 2008-09 RECOMMENDED BUDGET

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SAN MATEO COUNTY COUNTY MANAGER'S OFFICE

Date: May 25, 2007
To: Honorable Board of Supervisors
From: John L. Maltbie, County Manager
Subject: Recommended Budget for FY 2007-08 and FY 2008-09

I am pleased to present to the Board of Supervisors and the residents of the County of San Mateo the Recommended Budget for FY 2007-08. This budget proposes to spend \$1.6 billion on criminal justice, health, parks, alcohol and drug programs, resource protection and other vital public services.

Total spending in the FY 2007-08 Recommended Budget for all funds is nearly identical to the FY 2006-07 revised budget. However, the current year General Fund budget included \$50 million in one-time funding to reduce the County's unfunded obligation for retirees' healthcare. That means the actual increase in the FY 2007-08 Recommended Budget is 3.1 percent. This budget provides funding for 60 new positions, which would bring total County employment to 5,777. The budget also provides funding for full-year operating and debt service for the new Youth Services Center, negotiated employee salary and benefit increases and additional loans to the San Mateo Medical Center. The budget covers anticipated spending for expanding alcohol and other drug services, increased criminal justice caseloads, new capital improvements and two general elections.

TOTAL REQUIREMENTS - ALL FUNDS					
All County Funds	FY 2006-07 Revised	FY 2007-08 Recommended	Change	% Change	FY 2008-09 Recommended
Total Budget	\$ 1,647,122,403	\$ 1,648,248,306	\$ 1,125,903	0.1%	\$ 1,595,614,184
Total Positions	5,717	5,777	60	1.0%	5,786

Overall, our local economy is strong. We live in an area of innovation with leading companies as well as small businesses thriving. The recent approval of Virgin America to begin operations at San Francisco International (SFO) should increase traffic at SFO and assist visitor serving businesses.

Our County government utilizes Outcome-Based Management – a budgeting system that aligns County programs and spending with long-term goals to ensure efficiency and effectiveness. The County is in the process of updating its Shared Vision 2010 to provide new direction to County government as it enters the second decade of the 21st Century. I am reminded of a quote by the famed inventor Charles Franklin Kettering, "We should all be concerned about the future because we will have to spend the rest of our lives there."

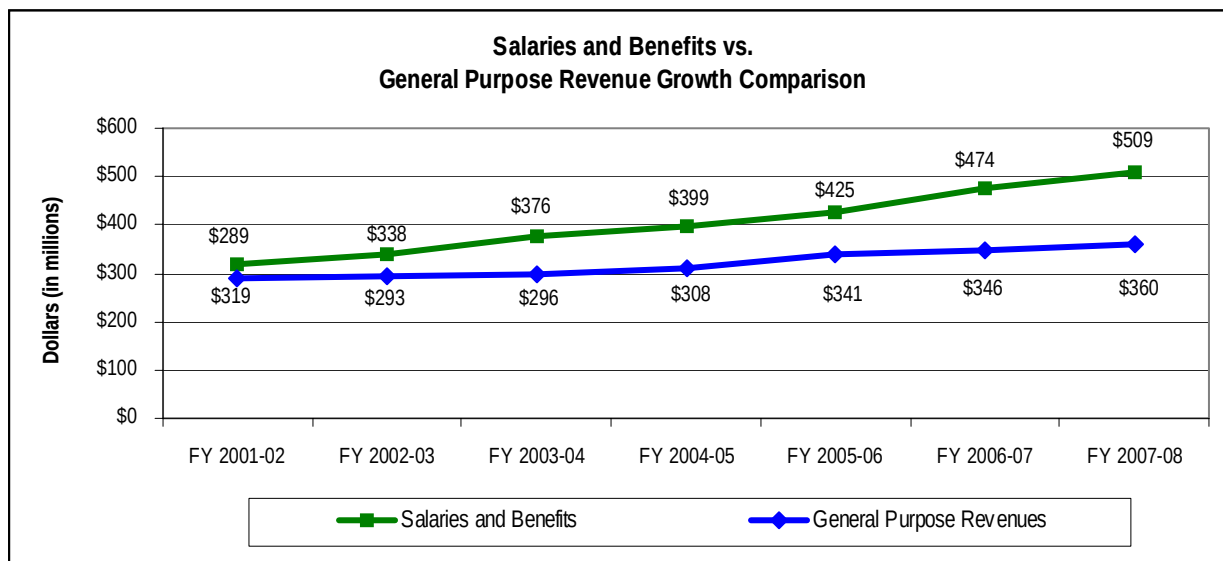
Structural Budget Deficit

As I look at the budget – our blueprint for the future – I foresee many challenges. But I believe that together we can find the answers. One of my concerns is the County's growing structural budget deficit, which I discussed in last year's budget message and this year's mid-year budget report. A structural deficit occurs when expenditures grow faster than anticipated revenues.

The County has been using excess Education Revenue Augmentation Funds (ERAF) to balance its budgets. This excess ERAF is the amount of local property tax generated in one year that exceeds the amount due the state. Without these funds, the County

would have experienced actual deficits in two of the previous four years. The trouble is that these funds are an unpredictable and potentially unstable source of funding for operating budgets.

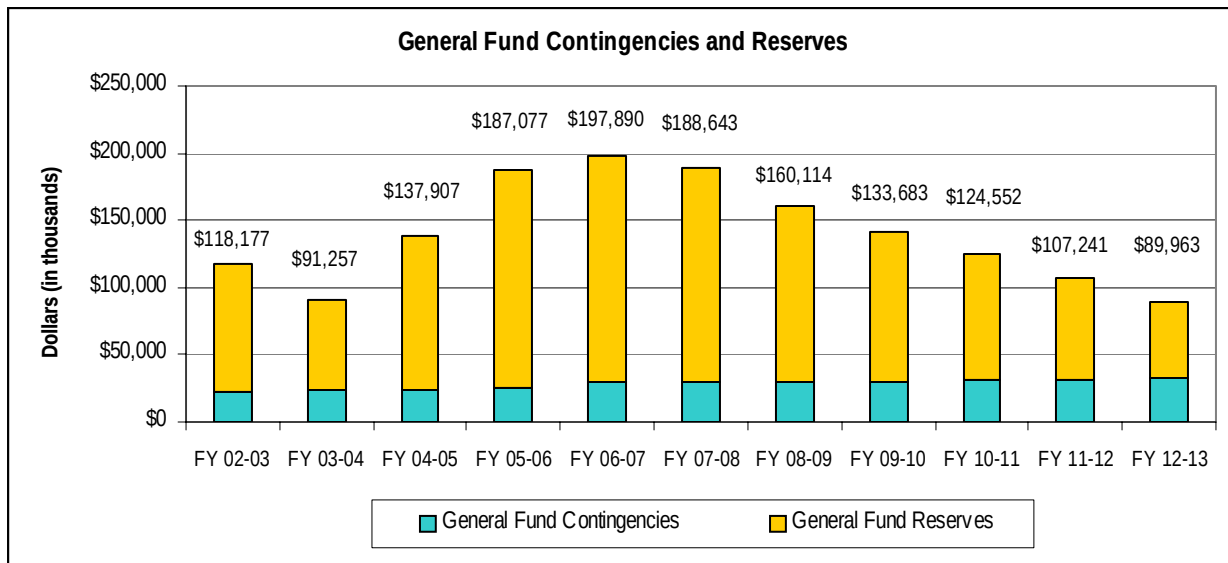
Rapidly increasing salaries and benefits are one of the factors causing the structural deficit. Since FY 2004-05, these costs have increased about 28 percent. This is due to the addition of 517 new positions, negotiated salary and benefit increases and additional funding to ensure we meet our obligations for retirees and their health care needs.



Many other factors contribute to the structural deficit. These include opening the Youth Services Center (\$14 million); reductions in state funding (\$2.4 million); Sheriff's Office relief pool staffing (\$5.25 million); loans to the San Mateo Medical Center (\$17.9 million); implementation of the Alcohol and Other Drugs (AOD) Strategic Plan (\$1.5 million); and cost-of-living adjustments for community-based organizations (\$1.0 million). Meanwhile, the cost of building and staffing a new jail, which is now under consideration, would increase annual operating and debt service costs by at least \$8.0 million.

The General Fund will be increasing contributions or assuming costs previously paid from the following: San Mateo Medical Center Enterprise Fund, Fire Fund, Crystal Springs Sanitation Fund, Solid Waste Fund and Half-Cent Transportation Fund. These are described in more detail in the following sections.

San Mateo County cannot sustain the present growth rate for salaries and benefits and fund increasing operating costs for expanding caseloads, loans to the hospital and new initiatives. The County is rapidly spending its reserves and, if not addressed, structural budget deficits will grow exponentially.



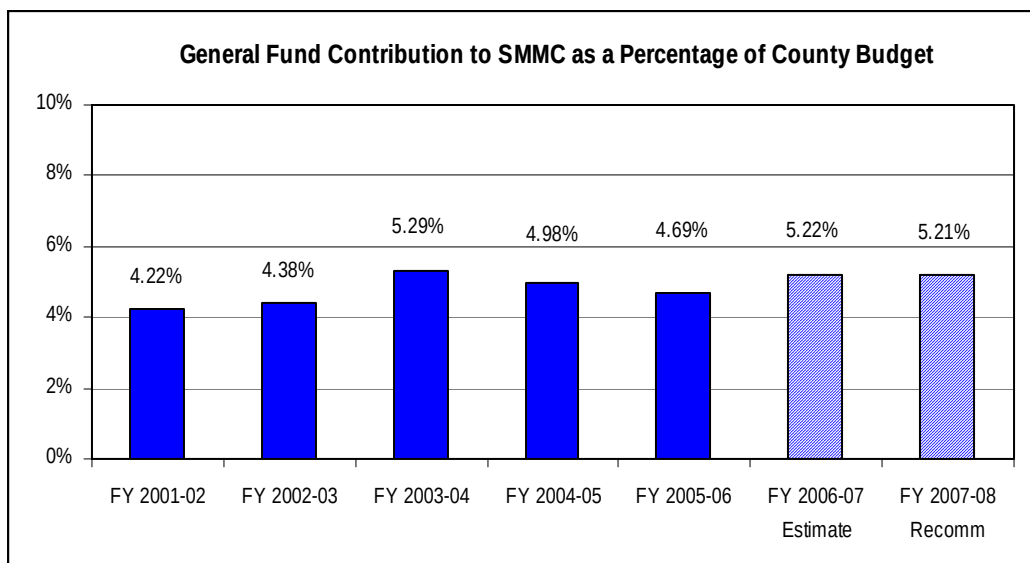
If we take prudent action now, the County can avoid the very difficult choices that other counties have had to make. San Mateo County is in much the same position as Franklin Roosevelt once described the nation, "We can afford all that we need, but we cannot afford all that we want."

I believe we cannot continue to live beyond our means. Therefore, the Board should establish a firm goal of eliminating the deficit by 2013. To accomplish this, I recommend the following strategies:

1. Undertake no new expenditures without corresponding new revenue or cost-reduction offsets.
2. Reduce the annual rate of increase in General Fund net cost from 7 percent to 3 percent to match the expected growth of revenue. (This will necessitate service reductions.)
3. Eliminate the General Fund subsidies to the County Fire and Crystal Springs County Sanitation districts.
4. Reduce the General Fund contribution to San Mateo Medical Center to a level consistent with the Welfare and Institutions Code § 17000 indigent health care obligation.
5. Limit future use of excess ERAF to facility and technology infrastructure improvements, productivity enhancements, cost avoidance, reduction of unfunded liabilities and one time projects.

San Mateo Medical Center (SMMC)

Next year's recommended County contribution to SMMC is \$72.2 million. From FY 2003-04 to FY 2005-06 the annual contribution was approximately \$58 million. During this period SMMC was able to maximize state and federal revenues and contain costs. Beginning in FY 2006-07, disproportionate share hospital (DSH) and other federal payments and reimbursements for MediCal in-patient care have not kept pace with rapidly increasing healthcare costs; including negotiated salaries and benefits, medical supplies and equipment, additional staffing to meet state mandated nursing ratios and growing caseloads. The County's contribution to SMMC in relationship to the County's General Fund has increased by almost 20 percent over 5 years. Assuming the same growth rate in the next 5 years the County's annual contribution would be approximately \$115 million.



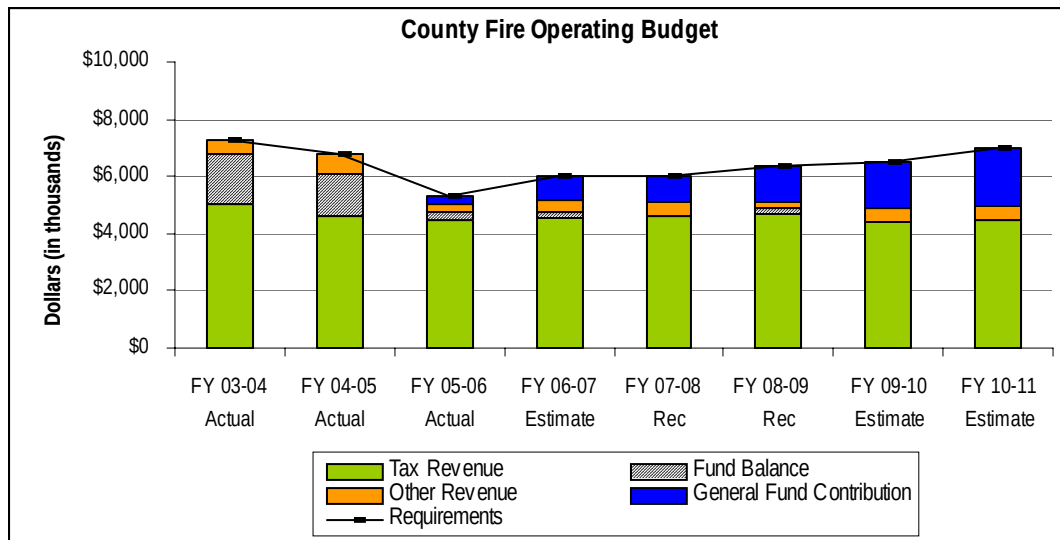
All counties in California are required under Welfare and Institutions Code (W&I) § 17000 to pay for the cost of healthcare for those residents that meet the requirements established by the Board of Supervisors. The County has updated its medically indigent healthcare policies and initiated an e-application screening process for the Wellness Education Linkage Low Cost (WELL) program that serves this population. Approximately 9,000 medically indigent adults were seen at SMMC in 2006. The annual cost of caring for these patients is estimated at \$25 million to \$35 million. This raises several questions that need further analysis:

1. Why is the County's contribution to SMMC more than double the cost of meeting its W&I Code § 17000 obligation for indigent care?
2. Is the County subsidizing the MediCal program? If so, by how much and in what service lines?
3. How much should the County pay for indigent healthcare?

The County cannot sustain the present rate of increases in its contribution to SMMC. The Recommended Budget includes funds for a consultant to assist the County with a comprehensive review of its system of healthcare for the medically indigent and poor. This review should be closely coordinated with the Blue Ribbon Task Force co-chaired by Supervisors Hill and Tissier that is studying healthcare coverage for the uninsured in the County. The review should answer the question, "How can the County best meet its W&I Code § 17000 obligation to provide access to quality healthcare for medically indigent residents?"

Fire Fund

For the third consecutive year there will be a deficit in the Fire Fund. The Recommended Budget includes a General Fund contribution of \$900,000 to offset the projected deficit. Unsecured property tax (levied at SFO) makes up 50 percent of the property tax revenue in the Fire Fund. These taxes have declined by \$1.3 million since FY 2003-04. Beginning in FY 2003-04, annual operating costs, primarily for the California Department of Forestry (CDF) contract, have increased by \$1.1 million. In addition to eliminating the operating deficit there is a need to replace aging vehicles and fire stations. Assuming the cost of the vehicles is amortized over 15 years and fire stations over 30 years, the combined operating and capital deficit could be as high as \$4.0 million a year by FY 2010-11.



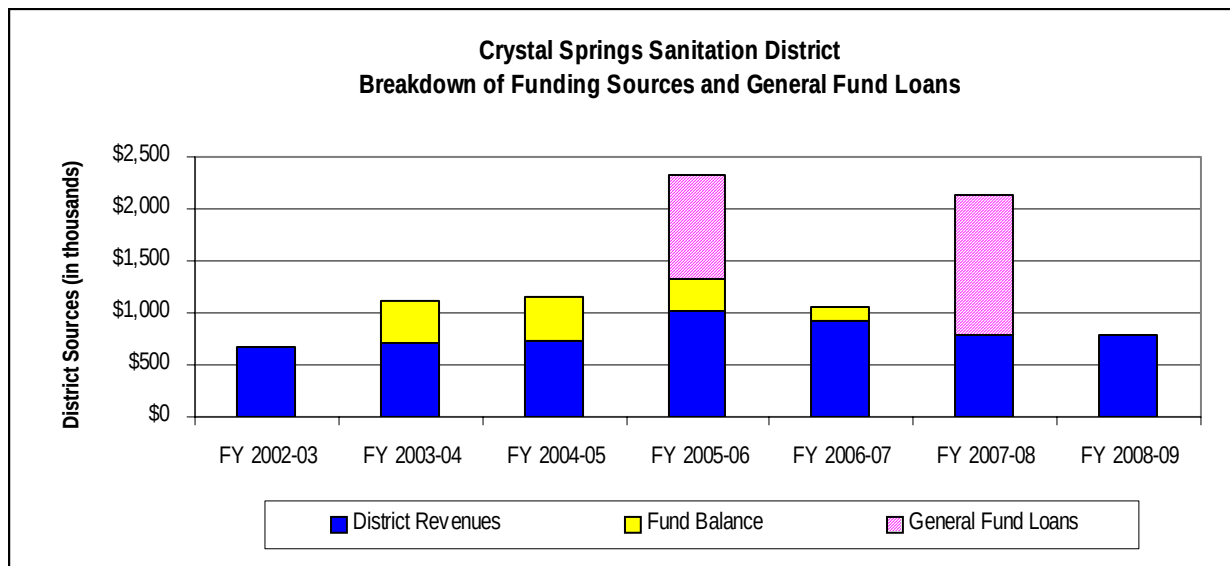
The Fire Services Subcommittee, co-chaired by Supervisors Church and Gordon, has been reviewing different alternatives to bring the Fire Fund into balance. The subcommittee is likely to recommend a parcel tax be placed on the ballot next year in those unincorporated areas not within an existing Fire Protection District or County Services Area. Alternative service reductions will be identified that could be implemented if the tax is unsuccessful.

Sanitation Districts

There are 10 sanitation districts for which the Board of Supervisors serves as the governing board. The districts contract with other agencies to treat sewage and with cities to use their trunk lines to transport sewage to the treatment plants. Public Works employees maintain the districts sewer lines and respond to blockages. These districts range in size from 55 connections with a \$21,100 annual budget to the Fair Oaks Sewer Maintenance District with 7,345 connections and a \$3.5 million annual budget.

In recent years, the State Regional Water Quality Board has significantly increased the requirements on treatment plant operators and all agencies with sewer lines in order to improve water quality. These requirements have necessitated major capital improvements and have dramatically increased the cost of operations. A significant percentage of the costs incurred by the districts are paid to other agencies for transportation and treatment of sewage. As these costs rise they are passed on to the customers in the form of higher sewer charges.

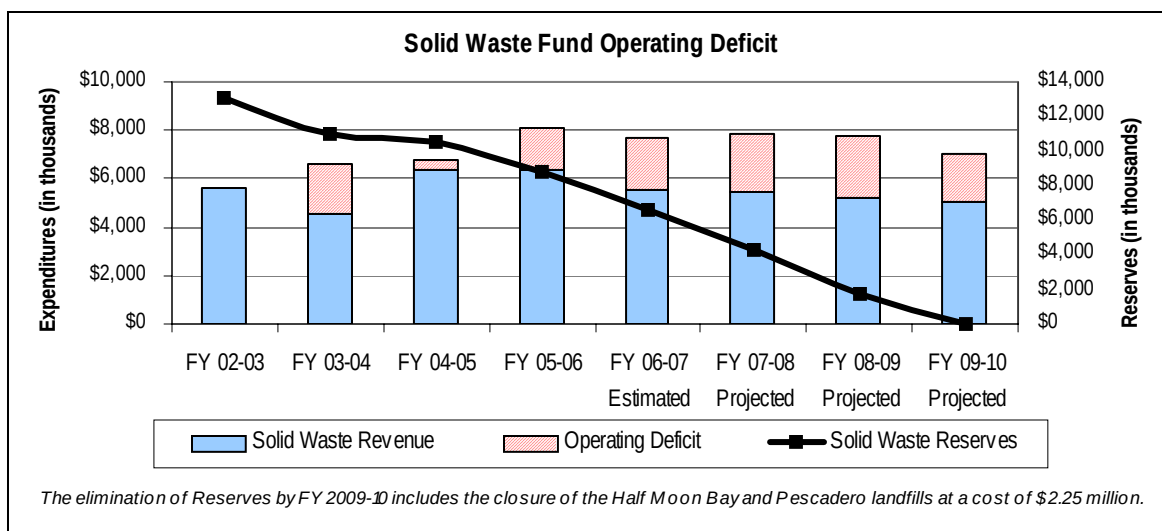
The Crystal Springs County Sanitation District provides sewer services to the property owners in the unincorporated area immediately west of the City of San Mateo and south of the Town of Hillsborough. The District's sewage flows through systems operated by the Town of Hillsborough and the City of San Mateo. The District is obligated, based on existing agreements, to financially participate in the maintenance and upgrades of the downstream systems. In FY 2005-06, the District was billed \$1,177,575 for its share of improvements by Hillsborough. The Board of Supervisors loaned the District \$1,000,000 from the General Fund to pay for these improvements, with the District financing the remaining costs over 7 years with interest only payments in FYs 2006-07 and 2007-08. A rate increase was proposed to pay for this obligation and additional downstream system improvements. However, the property owners lodged a majority protest under Proposition 218. Therefore, the increase could not be implemented. Additional downstream system improvements at San Mateo's wastewater treatment plant are currently being constructed. The project is estimated to cost \$30.5 million with the District's share totaling \$1,357,250.



The Board is scheduled to hold a hearing on rate increases for all sanitation districts on July 24, 2007. Rate increases ranging from \$12 to \$404 per year are proposed. Public Works has scheduled a series of meetings with residents and homeowners associations to discuss the proposed rate increases. The district budgets this year have included options to reduce County controlled expenses and strategies for amortizing significant cost increases from other agencies over future years. Wherever possible existing reserves are being used to cover these additional costs. Nevertheless, rate increases are still necessary. For some districts, annexation to nearby cities or becoming independent sewer districts with separately elected governing boards may provide a better means of controlling future costs. The County will work with residents that wish to pursue these options.

Solid Waste Fund

The Solid Waste Fund has had an operating deficit since FY 2003-04. It has utilized reserves to balance the budget without impacting expenditures. At the present rate of expenditures the reserves will be exhausted in three years.



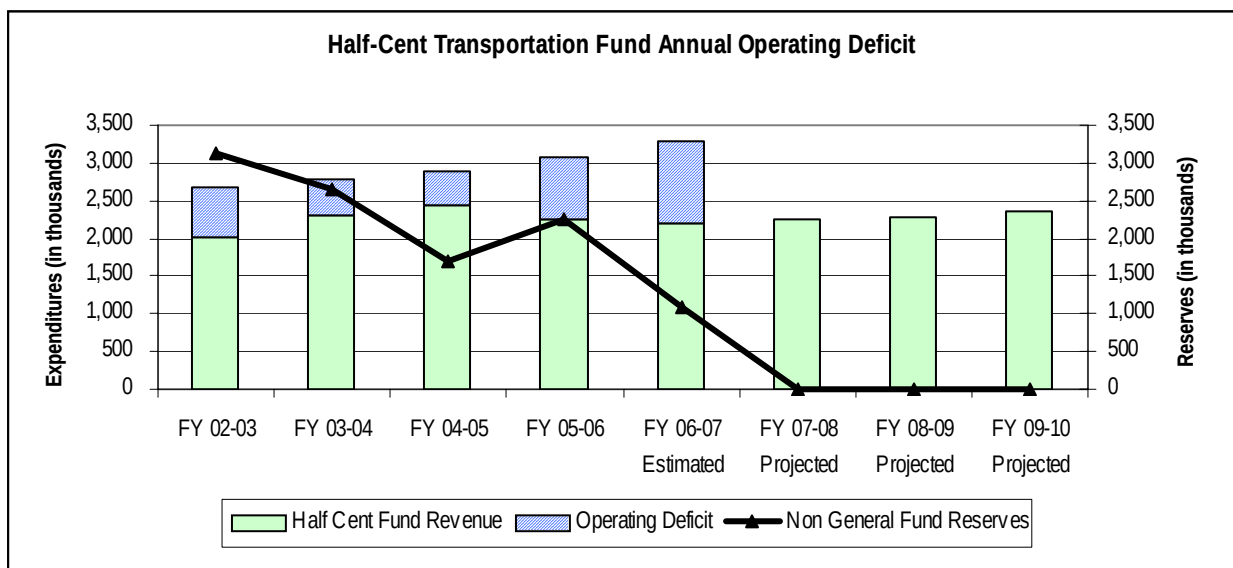
Revenues in the fund are derived primarily from "tipping fees" on solid waste transported to Ox Mountain. The fees peaked in FY 2005-06 and have declined since then due to a reduction in the amount of material deposited at the landfill.

This fund finances a variety of environmental health programs and the County's contribution to the Children's Health Initiative (CHI). Since FY 2002-03, the most significant changes in expenditures in the fund have been for the CHI (\$2.7 million),

RecycleWorks (\$700,000), County waste, medical waste and hazardous material disposal costs (\$550,000) and the Pescadero Transfer Station (\$200,000). The Recommended Budget for FY 2007-08 includes \$1.5 million for the CHI from the Solid Waste Fund, beginning the process of phasing out this contribution. The General Fund will make-up the difference thereby increasing the structural deficit in that fund.

Half Cent Transportation Fund

Last year, the Board directed the County Manager to reduce expenditures in this fund consistent with on-going revenues. The Recommended Budget is \$2.3 million, a reduction of \$2.0 million from the current budget. This was achieved by eliminating all road projects and transferring expenditures for client transportation to the General Fund. The single largest expenditure remaining in the fund is for the Employee Transit Subsidy program (\$832,000). The cost of this program has nearly doubled since FY 2002-03 as more employees have used the program and the cost of transit passes has increased. The amount the County charges employees for various passes is inconsistent; some employees make no contribution, others have to pay 75 percent of the cost of a monthly pass. Requiring all employees to make at least a \$10 contribution toward the cost of passes would save this fund about \$136,000 a year. There will be a small increase in revenue in this fund beginning in FY 2009-10 when the new Half Cent Sales Tax distribution formula goes into effect.

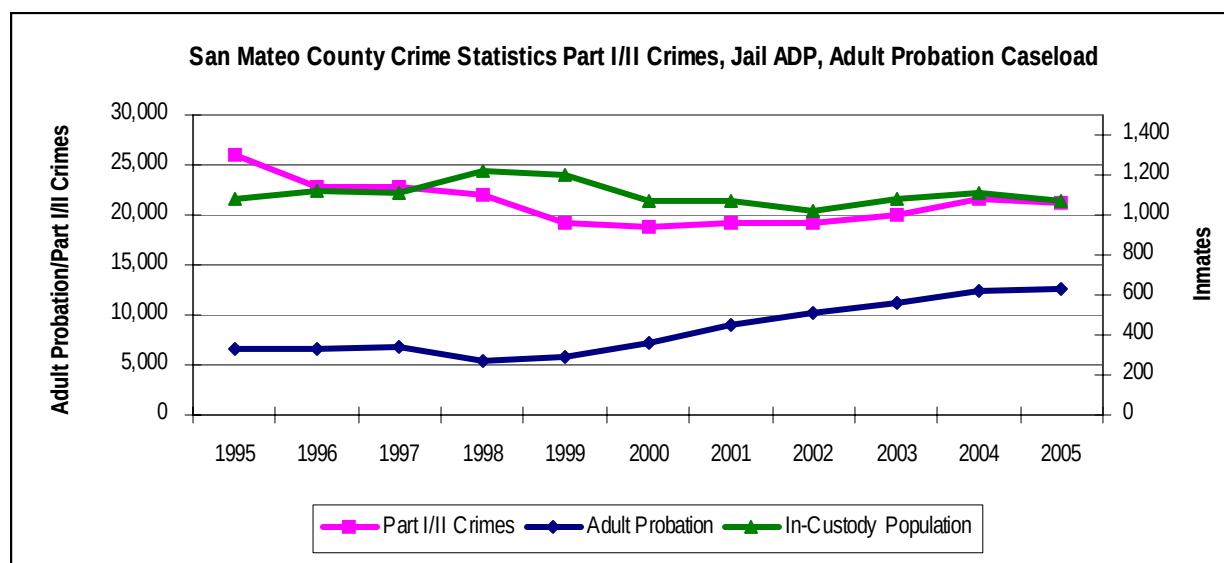


Road Fund

The Recommended Budget for FY 2007-08 includes a conservative projection of \$2.0 million in State Transportation Bond proceeds (Proposition 1B). This estimate takes into account the projected loss of \$2.0 million in sales tax revenue from gasoline purchases pursuant to Proposition 42. In the event that the Bond funding is not realized in FY 2007-08, the Department is holding twelve positions vacant in the Engineering and Roads Sections to ensure that revenues and expenditures are in balance. If the Governor's proposed budget is approved, San Mateo County will receive \$5.5 million next year. SB 286 by Senators Lowenthal and Dutton and sponsored by the California State Association of Counties and the League of California Cities, would allocate 50 percent of the Bond money by January, 2008. If this bill becomes law, San Mateo County would receive approximately \$9.0 million in FY 2007-08.

Criminal Justice System

The County is studying the feasibility of building another jail due to overcrowding in the Maguire and Women's jails. The "new" Maguire jail was opened in 1994 at a cost of \$55 million. Since that time the County has closed the Honor Camp (140 beds), Medium Security Facility (100 beds) and Men's Work Furlough Facility (140 beds). Inmates formerly housed in these facilities are now held at the Maguire and the Women's jails.



According to Federal Bureau of Investigation's crime statistics, arrests for all crimes in the San Mateo County have declined by 18 percent since the Maguire jail opened. This is a credit to the outstanding performance of the police agencies in the County. During this same period the jail population was unchanged and probation caseloads doubled.

Building a new jail is a major long-term financial commitment that requires a careful analysis of why our jail population is not declining due to fewer arrests and what programs can help to mitigate future population growth. The Jail Overcrowding Task Force, co-chaired by Supervisors Church and Tissier, has engaged two consultants to study these issues.

It has been said that the "definition of insanity is repeating the same thing and expecting a different result." For over 40 years in California our response to crime has been to pass new and tougher laws on criminal behavior, hire more peace officers and build more jails and prisons. If this is the answer to crime, why do we need to keep doing more of the same thing?

I believe it is time to re-examine fundamental public policies regarding crime and public safety. Can we distinguish between criminals that present a real and continuing danger to society from those who do not? Is it possible to deal with those who are not a danger to society in a different way with better long-term results and less expense? Most inmates in County jail re-enter the community within a short time. Is the County doing what it needs to do to prepare them to avoid future criminal conduct and become productive citizens? Is jail the appropriate setting for rehabilitating the inmate population? What is the purpose of detention and court-ordered supervision? Public safety? Punishment? Rehabilitation? In San Mateo County we spend over \$411 million a year on the criminal justice system for police, courts, probation, prosecution, defense and detention. Is there a smarter and less costly way to better protect the public than building a new jail every 15 years?

Sheriff's Relief Staffing

In February, the Board approved a plan to phase-in additional relief staffing. The initial 9 positions authorized in September, 2005 have now been filled and are fully operational. All 9 positions are assigned to mandated posts in either Patrol or the Maguire Correctional Facility to backfill vacant posts due to position vacancies, academy training, vacation leave or disability leave. As positions are added to the Relief Staffing Unit, assignments will expand to assist in relief needs at the Women's Correctional Center and the Men's Minimum Security Transition Facility.

The Recommended Budget includes an additional 9 positions – 8 deputies and 1 sergeant. The FY 2008-09 budget also includes 9 more positions. It is estimated that each position will provide approximately 2,000 hours annually to meet relief needs. As relief positions are filled, the Sheriff's overtime use for relief needs will decline.

The Sheriff's Office will monitor the success of the Relief Staffing Unit in meeting relief needs and reducing overtime. Regular reports will be made to the County Manager's Office.

Risk Prevention Program (RPP)

The Probation Risk Prevention Program (RPP) provides Probation Officers on-campus at 31 elementary, middle and high schools throughout the county. School districts and cities are billed at an hourly service rate that is discounted by 73 percent reflecting Temporary Assistance for Needy Families revenue and County funding. As a result, cities and school districts pay only 27 percent of the cost of the program. (For every \$1.00 the cities and districts pay they get \$4.00 in services). From FY 2001-02 through FY 2005-06 total charges billed to school districts and cities was \$1,991,500, with actual collections totaling \$1,508,835. During this period 6 cities and one high school district either underpaid or made no payment for at least one year.

The RPP is supposed to be a shared-cost program. When cities and school districts do not pay their share the County General Fund makes up the difference. This is not fair to the cities and school districts that pay their share of program costs and it increases the County's structural deficit. Inasmuch as cities and school districts make an annual request for these services in advance of the school year, I recommend that the Board adopt a policy to discontinue services if timely remittance is not made.

Public Safety Communications (PSC)

The Board has asked the County Manager to determine the feasibility of the PSC becoming an answering point for 911 cellular telephone calls currently answered by the California Highway Patrol. The County contracted with the Galena Group to study this issue.

In order to handle the increased volume of calls that would be transferred to the center, 2 to 4 additional call takers would be needed. There are no state funds available to reimburse the County for these costs. It is possible to pass these additional costs on to PSC customers; 5 law enforcement agencies, 16 fire agencies and the Emergency Medical Services agency. However, about one-half of the costs would be covered by the General Fund for unincorporated area responses.

There are no funds in the budget for these ongoing costs. Due to the lead time in hiring and training call takers, the existing vacancies in PSC and the need to reconfigure space in the center to accommodate additional staff, the earliest the County could implement this program is in FY 2008-09.

Emergency Medical Services Ambulance Costs

The contract for emergency ambulance and advanced life support services ends in June, 2009. The contract represents a partnership between American Medical Response (AMR) and all fire agencies in the county. Under the terms of this agreement the average response time to medical emergencies has declined from 9 minutes to 7 minutes.

Ambulance contractor fees for emergency transport are regulated by the County. The fee schedule established at the beginning of the contract in 1999 was held to the 1998 rates in the previous contract, but provided for annual fee increases. The average patient charge has increased from \$951 to \$1,426, which is one of the highest in the state. Patient fees support both the contractor's operations as well as paramedic first response by the fire service.

An Emergency Medical Services (EMS) redesign process is underway and includes approximately 100 participants working on various subcommittees. Participants in the redesign process include fire and ambulance paramedics, physicians, nurses, fire chiefs, city managers, information technology experts and consumers. The redesign process is focusing on performance measurement, information sharing and innovative deployment strategies. This process will lead to the issuance of a request for proposal (RFP) in early 2008.

Health and Human Services

The May Revision makes no changes to the Governor's earlier proposals to eliminate families and children from CalWORKs. The Governor proposes to eliminate safety-net benefits for some timed-out families, impose a 60-month limit for certain child-only cases and suspend the COLA for FY 2007-08. The Governor's proposal to eliminate some safety-net benefits would impact an estimated 87 San Mateo County families constituting 237 children. By imposing a 60-month limit for certain child-only cases, approximately 675 San Mateo County families with about 1,793 children would be impacted next year.

The Governor proposes to suspend the COLA for SSI/SSP recipients. It represents a \$23 per month increase for the elderly and disabled. The average monthly grant for these individuals is \$860 per month.

The Governor also proposes to change the methodology used to calculate the reimbursement for administration of state social service programs. This methodology would take effect in FY 2008-09 and would include a county share of cost for federal child

welfare service penalties. In addition, it fails to account for the prior 7 years of flat funding, which have resulted in a \$8.0 million County shortfall due to increased administration costs.

The May Revision also continues the Governor's previous proposal to eliminate funding for the Integrated Services for Homeless Adults with Serious Mental Illness (AB 2034) program. San Mateo County would lose an estimated \$914,000 that currently funds the Transitions Program for 75 of the County's highest need clients. In addition, the loss of this funding could destabilize the County's Mental Health Services Act (MHSA) program activities, which build on the AB 2034 program.

The Federal Deficit Reduction Act (DRA) of 2005 requires certified documentation of U.S. citizenship or immigration status as a condition of MediCal eligibility for applicants and beneficiaries. Based on January, 2007 CalWIN data, the citizenship requirement will need to be reviewed and met for approximately 13,000 adults and 21,000 children currently receiving MediCal, and 800 adults and 3,900 children currently receiving CalWORKs-linked MediCal. On an ongoing basis, approximately 300 CalWORKs and 1,700 MediCal applications per month will need to be screened using the new requirements. If determined to be ineligible, these adults and children would be referred to a County funded program such as WELL or Healthy Kids.

The Human Services Agency (HSA) is committed to implementing the DRA requirements in a client-sensitive manner. HSA is conducting advanced planning in coordination with the San Mateo Medical Center and the Health Plan of San Mateo. HSA's Recommended Budget includes 16 new positions—8 Benefit Analysts and 8 Office Assistants—to ensure applicants and beneficiaries receive the appropriate level of assistance in gathering, reviewing and documenting acceptable evidence needed to meet the new requirements. The increased costs for these positions will be fully covered by MediCal revenues.

Hunger in San Mateo County is addressed primarily through the Food Stamp program with the Second Harvest Food Bank providing an important contribution to those who have inadequate or unreliable access to food. Participation in the Food Stamp program has declined in recent years. It is estimated that of those who qualify only 45 percent are receiving Food Stamps. Second Harvest Food Bank delivers the equivalent of 5.4 million meals to County residents each year. The County contracted with Second Harvest in FY 2006-07 for \$89,000 to provide meals and Food Stamp outreach activities. The Recommended Budget includes an additional \$150,000 for Second Harvest and the core service agencies to expand outreach services to identify and enroll qualified residents for the Food Stamp program. If successful these efforts will reduce hunger and improve nutrition in low-income households.

Youth Commission Adolescent Report

In February, 2007 the Board heard a presentation on the Adolescent Report 2007 from the Youth Commission. In a follow up meeting facilitated by Supervisor Gordon several specific actions were identified. The group consensus was that there needs to be authentic involvement of youth in the affairs of the County, including active participation on Boards and Commissions, with the youth members assigned adult "buddies" to ensure a positive experience and meaningful role.

Youth Commissioners are meeting with each department to discuss how County programs impact youth. The County is planning to host a "Youth Mentoring Fair" in August to help connect youth to mentors and provide information on programs, internships and summer jobs. The County Manager's Office is researching best practices from the private, public and nonprofit sectors for meaningfully engaging youth and exploring ways to more effectively communicate with the broader community regarding youth issues.

The County has a long history of working collaboratively with youth. Over the coming months, staff will explore ways to strengthen and enhance those connections. Some of the forthcoming recommendations may have budget implications that will need to be considered by the Board in September.

Supplemental Funding for First 5

As a result of declining tobacco tax revenue, First 5 San Mateo County is reducing funding of its community-based organization grants while sustaining its commitments to the CHI and early childhood education. Several programs at risk of losing funding are essential to the system of care in San Mateo County. In addition to a funding level of \$1.6 million from First 5, County support will be provided as follows: HSA will redirect \$100,000 within their budget to support Daly City's Second Home; the Health Department will also redirect Mental Health staff resources toward Second Home; and a Public Health Nurse will be added in Family Health Services to support the Lucile Packard "Premie Project," which will be 40 percent offset by revenue from the California Children's Services (CCS) program, with the balance representing additional Net County Cost.

Alcohol and Other Drugs (AOD)

The AOD Strategic Plan was approved by the Board of Supervisors on November 7, 2006. This plan charts an important pathway for substantially addressing the serious impact that substance abuse has on the community and its institutions. Following Board approval, a Steering Committee was formed to implement the strategies called for in the plan. This group is comprised of a broad range of stakeholders from businesses, cities, probation, child welfare, and advocacy groups, as well as County representation from health, mental health and AOD programs.

The Human Services Agency (HSA) has identified \$750,000 in additional funding that has been included in the budget as first year start-up funding for implementation of this plan. The ongoing goal is to identify additional revenue sources to provide \$1.5 million in funding by FY 2008-09. This will provide opportunities to enhance and expand services such as supportive housing stipends and continuing case management. Additional funding will also be used to increase residential and intensive day treatment capacity for women and young children in the dependency court system, residential treatment for adults returning to the community from jail, residential treatment for youth, peer advocacy and support, community-based prevention and training key partners.

Mental Health

The County's Mental Health programs interface with several vulnerable County populations -- criminal justice, AOD, homeless and youth. The County is fortunate to leverage its Mental Health funding with revenue from other programs to meet the comprehensive needs of its clients.

Mental Health is adding 8 positions to expand service coverage in accordance with the County's Plan under the Mental Health Services Act and 3 positions to provide services to Health Plan of San Mateo patients under the Care Advantage program. All of these positions will be fully funded by additional revenue. Correctional Health is adding 3 positions in response to inmate overcrowding. Correctional Health is a General Fund expense.

Behavioral Health

Under the direction of the Assistant County Manager, County staff has been exploring the feasibility of creating a Behavioral Health Division by merging AOD with the existing Mental Health Services Division. Staff and other stakeholders have been meeting to develop a scope of services plan for the new Division, which would have the goal of improving the health and mental health outcomes of individuals with both addiction and mental health issues. A complete report, including an implementation plan and timeline, will be presented to the Board of Supervisors for consideration on July 24, 2007.

County Facilities

In Fall 2006, Public Works contracted with a firm to conduct a facilities condition assessment for 76 facilities owned by the County. The assessment was completed in March and was documented in a new Facilities Condition Information System. The assessment identified and estimated costs for renewal of building systems, cyclic maintenance, deferred maintenance, health and safety requirements and preventive maintenance for the next 15 years. The total estimated cost of correcting all deficiencies and projected requirements is \$55.7 million. A multi-year maintenance and repair plan will be used to develop and fund a Five-Year Capital Improvement Plan, which will be completed in the next budget cycle. The need for new facilities, including the correctional and re-entry facilities, will also be included in the plan when requirements and cost estimates have been completed.

Information Technology

An Information Management Planning Council (IMPC), consisting of representatives from the County Manager's Office, Information Services Department and seven County departments, has been created as recommended in the County organizational review that was completed last year. The IMPC will review the draft County IT Strategic Plan and make recommendations regarding Countywide IT priorities and initiatives so that departmental efforts align with the County mission and goals. The IMPC will complete its review of the strategic plan and make recommendations in the Fall so that key initiatives can be prioritized and included in future budgets.

Management Reviews

The Audit Committee, co-chaired by Supervisors Church and Tissier, completed the management review of the Department of Housing in March. A proposed framework for future management reviews has been developed and is currently being reviewed by

County departments. The framework will be presented to the Board Finance and Operations Committee in July with recommendations for future departments to be reviewed and a draft request for proposals for management consulting services. Funds have been included in the budget to conduct one or two management reviews beginning in September.

Succession Planning

The Succession Planning Task Force completed its report and recommendations in January. An implementation and evaluation committee consisting of task force members and the County Manager's Office was formed in March to prioritize and begin implementation of Countywide initiatives. Current year priorities include creating succession plans for retiring managers, preparing existing managers for executive level positions and meeting the annual target of 20 hours of training for all County employees. A number of subcommittees have also been created to focus on other initiatives, including the expansion of mentoring programs, multimedia training, individual development plans and marketing to youth. The need for resources will be identified over the next few months and will be included in September Revisions.

Conclusion

This budget begins the process that will require the Board of Supervisors to make difficult decisions in order to eliminate the structural deficit and bring the budget into balance by 2013. The decisions include:

1. How much should be allocated for medically indigent adult care and how should that care be provided in the future?
2. What programs and services will have to be reduced in order to build and operate a new jail?
3. By what means will the Fire Fund and Crystal Springs County Sanitation District budgets be balanced to avoid future subsidies? Tax or rate increases? Service reductions? Governmental reorganizations?
4. Will future County salary and benefit increases be consistent with revenue growth and/or productivity increases?
5. How will the County pay for future new program initiatives?

Quoting Franklin Roosevelt again, "No man can tame a tiger by stroking it." Nor can budget deficits be eliminated by wishing them away! Hard work and difficult decisions will be required. We are fortunate that we have accumulated significant reserves that will give us time to avoid a crisis. But it is important that we use that time wisely. I am confident that the Board will approach this task as it has always conducted County business in a deliberate and measured manner by engaging the community and our public service partners in the decision making process.

This budget marks a "changing of the guard" within the management staff of the County. I welcome David Boesch, Sang-ick Chang, Peggy Jensen, Beverly Beasley Johnson, Greg Munks, Jim Porter, Iliana Rodriguez and Donna Vaillancourt to their new positions with the County. As always I want to thank all the men and women who work for San Mateo County for their hard work and dedication to public service. Particularly I want to thank my staff Peter Bassett, David Boesch, Reyna Farrales, Jimmy Forbis, Nancy Guerrero, Christine Hollender, Betsy Jack, Peggy Jensen, Liz Kauk, Joy Limin, Mary McMillan, Ross Nakasone, Ashnita Narayan, Lisa Okada, Dennis O'Rourke, Marie Peterson, Jim Saco, Joanne Ward, Marshall Wilson, and Jack Yaco for all they do on behalf of the people of San Mateo County throughout the year and for the extraordinary effort that goes into the preparation of this document. Finally my sincere appreciation to the Board for its vision of a safer, healthier, sustainable and more humane community. All of us who have the privilege of working for you are inspired by your vision and commitment to improving the lives of all who live and work in this community.



SHARED VISION 2010

San Mateo County Mission Statement

San Mateo County government protects and enhances the health, safety, welfare and natural resources of the community, and provides quality services that benefit and enrich the lives of the people of the community. We are committed to:

- The highest standards of public service
- A common vision of responsiveness
- The highest standards of ethical conduct
- Accessible services for those in need
- Treating people with respect and dignity

The Future of San Mateo County

Shared Commitments and Measurable Goals for the Next Decade

In 2000, the Board of Supervisors initiated a "visioning process" to give residents an opportunity to define a shared vision for the future of San Mateo County, by asking the questions: *What will the County be like in a decade? What do we want it to look like?*

San Mateo County is an attractive, prosperous and diverse place to live and work. It has undergone tremendous change: the emergence of a new economy, the arrival of new and diverse residents and the physical transformation of its cities. The County is no longer predominantly agricultural nor is it simply a set of bedroom communities serving San Francisco. It is a single region with elements of suburban, urban and agricultural communities. Through a shared vision, San Mateo County strives to blend the best of each of these diverse communities into a cohesive and dynamic whole.

Shared Vision 2010 - The Promise of the Peninsula

California's local governments provide the critical services and programs necessary to stimulate and sustain the State's economy. The success of these programs and services requires meaningful and achievable long-term plans. Shared Vision 2010 defines what the San Mateo County community can achieve over the next decade with government and citizens working together. It is a plan that seeks to avoid crisis-driven policies, remove irrelevant boundaries and barriers, and favors comprehensive and coordinated community-wide planning.

The plan itself will not solve all problems. However, it will raise an expectation of greater cooperation and collaboration among jurisdictions. The plan encourages shared responsibility by governments, educators, non-profits, faith-based and business community organizations, as well as individual residents for the future success of the County.

The Board of Supervisors believes that leadership is most respected and effective when it has clear purpose, accompanied by a plan of how to achieve it. The numerous and complex issues challenging the Peninsula, including affordable housing, transportation and sustainable economic growth, will only be solved with increased regional cooperation. *Shared Vision 2010: The Promise of the Peninsula* provides a framework for solving problems.

Since the adoption of Shared Vision 2010, the Board of Supervisors actions have been aligned with the 10 commitments and 25 goals. Moreover, the Board of Supervisors established and phased-in a system referred to as Outcome Based Management (OBM) to integrate the Shared Vision 2010 into department planning, priority-setting, performance measurement and budget development. The County budget process is an integral part of OBM, which requires



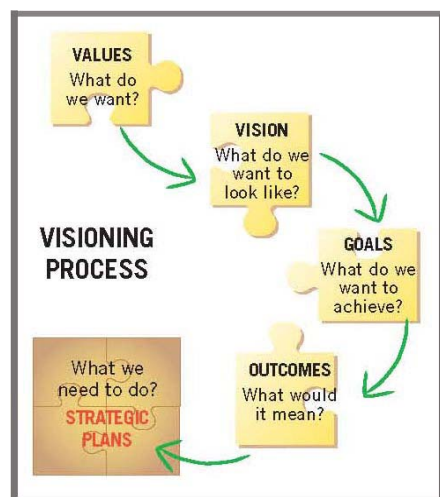
resources in County programs and services to be allocated toward meeting performance targets and improving overall County service delivery. Using the commitments and goals identified through the community visioning process as the long-term direction for County programs and services, all resources are now allocated toward those areas that can significantly contribute to progress and achieve the goals set out in Shared vision 2010.

Now at mid-point, the Board issued Shared Vision 2010: Update of Progress Measures 2005, to provide a summary of progress, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals. Taken together, real progress has been demonstrated, yet indicators also report more work is needed. Mid-point is an opportune time for reflection, as well as to once again look to the future. As a result, the Board has set out a new course of civic engagement with community conversations to develop strategic plans for Shared Vision 2010, again answering the question: *What kind of San Mateo County do we want?*

First in that series, More Livable San Mateo County, drew broad community representation with 250 participants engaged in a lively facilitated discussion on ways San Mateo County can work together to as a community and as individuals to reduce the damaging impacts caused by the built environment. The strategies include ways of making our community more pedestrian friendly, promoting locally grown food products, and increasing the use of transit. These efforts contribute to reducing the incidence of diabetes, childhood obesity, depression, and heart disease.

An Inclusive Vision: People, Place, Prosperity and Partnerships

A Public Process: Voice, Vote, Vision



Just over five years ago, the Board of Supervisors set out to create a shared community vision for San Mateo County and foster a desire on the part of residents to work together to realize it. The first step in the process was to define an approach that would be as inclusive as the vision they hoped to identify. Through a series of workshops the Board of Supervisors constructed a visioning framework based on the shared values of people, place, prosperity and partnerships.

Using that framework the Board of Supervisors conducted a series of community forums throughout the County, including special forums targeting youth, new economy professionals, and Spanish-speakers. Residents were encouraged to provide online input and invited to submit public comment over a six-month period. Incorporating online and public input, community forum participants worked collectively to define a shared vision and prioritize goals for the future of the County.

After completing the community process, the Board of Supervisors presented the top vote-getting commitments and goals to small groups across the County. These focused meetings provided an opportunity to discuss the commitments and goals in greater detail and to identify performance indicators to monitor progress over time.

The result of this year-long visioning process was the County's Shared Vision 2010, which includes a comprehensive set of 10 commitments and 25 goals that represent the priorities of the county for the following decade. Those commitments and goals are included below:

PEOPLE

Realize the potential of our diverse population.



1. Our diverse population works well together to build strong communities, effective government and a prosperous economy.
2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County.

Provide equal access to educational opportunity.

3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed.
4. Residents have many educational and training opportunities beyond high school.

Ensure basic health and safety for all.

5. Residents have access to healthcare and preventive care.
6. Children grow up healthy in safe and supportive homes and neighborhoods.
7. Maintain and enhance the public safety of all residents and visitors.
8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.

PLACE

Offer a full range of housing choices.



9. Housing exists for people at all income levels and for all generations of families.

Redesign our urban environment to increase vitality, expand variety and reduce congestion.

10. Public transportation choices that are convenient, affordable, accessible and safe.
11. New housing is clustered with jobs and commercial services along transportation corridors.
12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities.

Preserve and provide people access for our natural environment.

13. Fixing the boundary between open space and development protects the quality of the natural environment.
14. Important natural resources are preserved and enhanced through environmental stewardship.
15. Residents have nearby access to green space, such as parks and recreational opportunities.

PROSPERITY

Create opportunities for every household to participate in our prosperity.



16. Residents hold the majority of jobs created in the county.
17. All households experience real gains in income.

Sow the seeds of our future prosperity.

18. San Mateo County attracts and maintains leading-edge industries.
19. The skill level of new workers rises with improved K-12 education and training options.

PARTNERSHIPS

Responsive, effective and collaborative government.



20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain.
21. County employees understand, support and integrate the County vision and goals into their delivery of services.
22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County.

Leaders work together across boundaries to preserve and enhance our quality of life.

23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation.
24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole.
25. Residents express their support for regional, collaborative approaches to issues.



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Shared Vision 2010 Key Department Initiatives—People

Realize the Potential of Our Diverse Population

1. Helping Obligor's that are "Unable" to Pay Support

Lead Department/Agency: Department of Child Support Services

Major Issue to be addressed:

- The Department of Child Support Services takes over 200 obligors to court each year on contempt charges for failure to pay support, of which approximately 20% consistently make payments after the contempt hearing. The issue remains, how to best address the inability to pay for the remaining 80%? Is the current option of jail time the best alternative?

Goal:

- Increase child support payments from parents that have failed to pay support due to personal obstacles such as mental health issues, incarceration records, substance abuse, and language barriers or illiteracy

Objectives:

- Increase the child support payments from formerly nonpaying obligors by identifying obligors who could benefit from the Compromise of Arrears Program (COAP): June 2008
- Develop collaborations with other County departments and community-based groups to provide services for "unable to pay" parents
- Through the SB 1483 Expedited Modification Project, develop a business plan to identify and modify court orders that are inconsistent with obligors' earning abilities: July 2007
- More effectively use the Department's vast array of legal tools to leverage client participation in appropriate programs available through Peninsula Works, Opportunities Industrialization Center West (OICW), Probation (Bridges), and other programs to address barriers to employment: January 2008
- Identify ways to reach out to illegal or undocumented nonpaying obligors and address the underlying issues behind noncompliance
- Increase the Department's overall effectiveness and efficiency in collecting child support from individuals who have historically been unable to pay

Partners:

- Human Services Agency
- Mental Health Services
- Correctional Services
- Sheriff's Office

- Probation Department
- Superior Court
- Veteran's Administration
- Fatherhood Collaborative
- Community-based organizations such as Project 90, Family Service Agency, Project READ, and Service League

2. Juvenile Detention Alternatives Initiative (JDAI)

Lead Department/Agency: Probation Department

Major Issues to be addressed:

- Disproportionate confinement of Hispanic, Pacific Island, and African American youth detained in the juvenile hall and Camp Glenwood
- Over-utilization of detention for youth committing minor and technical law violations

Goal:

- Ensure alternatives to detention exist for youth who are not detained for serious or violent offenses

Objectives:

- Refer at least 50% of youth committing technical violations to community-based detention alternative programs
- Double the number of referrals to the community care work program
- Reduce average daily population to 150

Partners:

- County Manager's Office
- Court
- District Attorney's Office
- Health Department
- Human Services Agency
- Mental Health Services
- Private Defender's Program
- Sheriff's Office

3. Healthy Communities San Mateo

Lead Department/Agency: Health Department

Major Issues to be Addressed:

- A growing body of research shows that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.

- These health disparities are present in San Mateo County, and reducing them will require concerted action across a wide range of issues and sectors.

Goals:

- Reduce health disparities
- Engage the community in addressing priority health issues
- Expand access to healthcare

Objectives:

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
- Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department's Linguistic Access Study
- Improve access to healthcare for adults under 400% of Federal Poverty Level (FPL) who lack health insurance

Partners:

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First 5 of San Mateo County
- Department of Housing
- Parks Department
- Planning and Building Department
- SAMTrans
- County Office of Education

4. Controller's Office Reorganization

Lead Department/Agency: Controller's Office

Major Issues to be Addressed:

- Improvements are needed in the structure and staffing levels of the Administrative, General Accounting and Information Systems Divisions in order to coordinate Countywide employee training, succession and emergency planning, meeting the goals of fixing structural internal control deficiencies, and enhancing Countywide technology.

Goal:

- Restructure the Controller's Office to increase County employee training, improve financial services to customers, plan for management succession, reduce risks, and increase effectiveness

Objectives:

- By Fall 2007, reorganize and implement staffing changes in Controller's Office

Partners:

- County Manager's Office
- Human Resources Department

Ensure Basic Health and Safety for All

1. Child Welfare Systems Improvement

Lead Department/Agency: Human Services Agency

Major Issues to be Addressed:

- Strengthening San Mateo County's child welfare system through integration of quality improvement opportunities at the federal, state, and local levels
- Responding to federally mandated changes in the way AB 636 child welfare outcomes are measured
- Submitting the next Three Year System Improvement Plan (SIP) to the Board of Supervisors for approval per requirements of the California Child and Family Services Triennial Review Schedule
- Improving outcomes for emancipating foster youth who face challenges of homelessness, unstable housing, unemployment, lack of permanent connections, and limited independent living skills

Goals:

- Children are, first and foremost, protected from abuse and neglect
- Children have permanence and stability in their living situations without increasing entry into foster care
- Family relationships and connections of children will be preserved as appropriate

Objectives:

- Implement the Child Welfare Systems Improvement Plan (SIP) as updated
- Use the Agency-wide accreditation process to achieve best practices in SIP services
- Complete COA self-studies to demonstrate progress in implementing best practices in Children and Family Services
- Provide an independent living skills program for youth ages 14 to 15; provide additional housing stipends to meet the needs of emancipated youth; and develop a South San Francisco apartment complex for emancipated youth
- Offer team-based decision making for every change of placement
- Provide expanded services for all kin caregivers/kin families in the county to support stable family connections
- Maintain existing and increase new homes by 10% through recruitment of new foster, kin, and adoptive homes
- Develop community services with partners, parents, and youth that reduce the re-entry of children into the foster care system
- Assess capacity and availability of mental health services for children and their families, including analysis of linkages among Mental Health Services, Children and Family Services, PSHC, and AOD services

Partners:

- Board of Supervisors

- County Manager's Office
- Department of Housing
- Health Department
- Probation Department
- Superior and Juvenile Courts
- Children and Youth System of Care
- Youth Services Center
- Other County departments
- Community-based organizations
- Foundations

2. Provide Detention Facilities that Meet Current and Future County Custody Needs

Lead Department/Agency: Sheriff's Office

Major Issues to be addressed:

- The current Women's Correctional Center facility is obsolete, overcrowded, inadequate, structurally outdated, unable to adequately handle today's offenders' health and welfare needs, and operates at an average daily population that is 158% of Board of Corrections (BOC) rated capacity; lacks a children's visiting area or any programming for children of incarcerated inmates
- There is a lack of jail bed space for men in-custody population. The current Maguire Correctional Facility (MCF) and Men's Minimum Security Transition Facility (MSTF) are at maximum, or over, capacity, with MCF reaching over 1,000 men on weekends in a facility rated for 688, challenging jail management in providing programming services to inmates
- There is a need for adequate housing to separate pre-trial inmates from sentenced inmates in compliance with statutory regulations
- There is a need for the Sheriff's Office to comply with the Criminal Justice Information System (CJIS) migration implementation plan by procuring a new Jail Management System. As the Courts and the County's Criminal Justice Departments implement the CJIS migration plan, the Sheriff's Office must procure and implement a Jail Management System before the current CJIS system is retired in 2010.

Goal:

- Correctional facilities that will meet San Mateo County's female and male, pre-sentenced and sentenced, incarceration needs for the next 30 years, adequately addressing health and welfare needs of offenders while ensuring public safety

Objectives:

- A new or remodeled Women's Correctional Center (WCC) will operate at an average of no more than 80% of BOC-rated capacity for 10 years following construction. The new or remodeled WCC will accommodate a children's visiting

area and will provide adequate space for targeted programming and counseling activities

- Men's facilities will not exceed 100% of rated capacity, allowing for 100% compliance with statutory regulations. Men's detention and custody facilities will offer adequate bed space for maximum and minimum security inmates
- A Jail Management System will meet comprehensive legal and criminal justice requirements for data gathering and records collection

Partners:

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Correctional Health Services
- Information Services Department
- City police departments
- San Mateo County community-based organizations

3. Provide San Mateo County Law Enforcement with an Improved Weapons Training Facility

Lead Department/Agency: Sheriff's Office

Major Issues to be addressed:

- Coyote Point Firing Range, which serves as the current weapons training facility for 24 law enforcement agencies operating in San Mateo County, was built over 40 years ago and is deteriorating due to age and lack of maintenance
- Safety and environmental conditions limit the current use of the Coyote Point Firing Range, which has restricted weapons qualification time for allied law enforcement agencies desiring to use the range
- Modern law enforcement weapons training, which has evolved since the construction of the range, cannot be conducted at the current facility, given its age and condition, impacting the ability of local law enforcement agencies to carry out public safety duties in high threat situations

Goal:

- Provide a firing range facility for Sheriff's deputies and local law enforcement agency officers that meets safety standards and modern weapons training needs, advancing public safety in San Mateo County

Objectives:

- A new or remodeled firing range that provides adequate firing lanes to accommodate 24 agencies and approximately 3,000 officer qualification hours annually, in an efficient, safe, and modern facility that has minimal noise impact on the surrounding community
- Sheriff's deputies and local law enforcement officers will have both static and dynamic firing training required to respond skillfully and professionally in high threat situations, providing enhanced public safety

- A new or remodeled firing range designed to provide training accommodations for modern weapons training needs now and for the next 20 to 30 years

Partners:

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- City police departments

4. Improve Relief Staffing Resources to Meet Minimum Coverage in Mandated Operations

Lead Department/Agency: Sheriff's Office

Major Issues to be addressed:

- Overtime budget currently meets less than 50% of relief staffing needs for positions in mandated operations
- Sheriff's Office sole reliance on overtime for relief in mandated operations is inadequate in the current recruitment and retention environment, where the Sheriff's daily average for sworn position vacancies is between 10 and 15, and daily average for new sworn officers in long term training is between 30 and 35
- Current Relief Staffing Unit allocation of nine positions meets less than 9% of the Sheriff's Office minimum relief staffing needs
- Lack of sufficient relief staffing in mandated operations impacts the Sheriff's Office ability to provide adequate response support in emergencies, including earthquakes and pandemic flu, and in responding to local law enforcement agencies' requests for support in crisis situations

Goal:

- Provide a staffing level in all mandated positions, based on Correction Standards Authority guidelines, that meets the Sheriff's Office needs for backfilling all leave vacancies, and allowing the Sheriff's Office to better plan for and respond to emergency situations and service needs in the county

Objective:

- A combination of permanent relief staff and an overtime budget for relief will aid in reducing critical staffing shortages; providing two sources for relief, both planned and unplanned, allowing for maximum flexibility and improved relief staffing management

County Partners:

- Board of Supervisors
- County Manager's Office
- Human Resources Department

5. Youth Services Center (YSC)

Lead Department/Agency: Probation Department

Major Issues to be addressed:

- Service providers will need to work collaboratively to offer youth and families the finest case prevention and intervention services available. The YSC's continuum of services will reduce the effects of neglect, abuse, and juvenile crime, restore victims and strengthen families in a humane, safe, secure and cost effective manner.
- Continue with the Phase II projects associated with the Youth Services Center campus, including the receiving home and the group homes, to ensure that youth in need of transitional housing and those that are dual diagnosed receive in-county shelter and treatment services.

Goal:

- To coordinate the implementation of the comprehensive and multi-disciplinary service resources now available at the Youth Services Center, to develop individual and family strengths, and promote juvenile rehabilitation through appropriate program referral and intervention, while ensuring the public's safety and meeting the health and safety needs of detained juveniles

Objectives:

- Every youth detained in San Mateo County will receive appropriate and adequate assessment and case plan services to meet their individual and family needs and promote rehabilitation
- Reduce the number of girls be sent to out-of-county placements by 25%
- Youths detained in the juvenile hall will have access to multi-disciplinary programs that address individual needs
- Reduce the number of youth detained in the juvenile hall by 20%

Partners:

- Correctional Health
- County Office of Education
- Courts
- District Attorney's Office
- Human Services Agency
- Mental Health Services
- Private Defender's Program
- Sheriff's Office

6. Chronic Disease and Well-Being

Lead Department/Agency: Health Department

Major Issues to be Addressed:

- According to the Centers for Disease Control and Prevention (CDC), chronic diseases today account for 70% of the deaths of all Americans and 75% of this country's annual healthcare costs. Unless steps are taken to deal effectively

with chronic diseases, the nation is headed for serious financial and quality-of-life challenges.

- The growing impact of chronic disease, including issues related to obesity, mental illness, and addiction to alcohol, tobacco, and other drugs, is seen within the Health Department's programs and in planning for the needs of an aging population.

Goals:

- Strengthen supports to the most vulnerable populations and promote wellness, resilience, and adoption of healthy behavior to address priority populations with chronic diseases within the county
- Work with community partners, including consumers, to broaden and deepen community knowledge and ability to prevent and manage chronic disease

Objectives:

- Increase the number of clients served in the Mental Health system from 11,154 in FY 2004-05 and 11,426 in FY 2005-06 to 12,794 in FY 2007-08
- By 2013, lower the countywide heart disease death rate (unadjusted) from 185 per 100,000 to 130 per 100,000 population, as measured through the *Healthy People 2020* report, through an effective and comprehensive chronic disease prevention approach that will include the elimination of artificial trans fatty acids in foods distributed in the county
- Increase level of physical activity and reduce use of tobacco among children and adults
- Reduce binge drinking among teens and adults

Partners:

- Human Services Agency
- Probation Department
- San Mateo Medical Center
- Sheriff's Office and Law Enforcement
- Health Plan of San Mateo

7. Service Line Expansion

Lead Department/Agency: San Mateo Medical Center

Major Issues to be Addressed:

- There is a need for the County to not only expand the scope and reach of current services, but to also offer new services which would generate additional revenues.

Goals:

- Provide continuity of care through expanded services to patients
- Generate new revenue to help offset rising operational costs

Objectives:

- By Fall 2007, expand Ron Robinson Senior Care Center in order to serve more seniors in the Main Campus and establish a satellite at the Daly City Clinic

- By Fall 2007, expand night and weekend hours for scheduled and urgent care pediatric visits at Main Campus, Daly City, and South San Francisco clinics
- By June 2008, determine use for vacant ground floor space

Partners:

- Public Health
- Department of Public Works

8. Medically Indigent Healthcare

Lead Department/Agency: County Manager/Clerk of the Board

Major Issues to be Addressed:

- General Fund contributions and loans to the San Mateo Medical Center continue to increase to cover the gap between revenues and expenditures as a result of rising costs to provide healthcare and insufficient revenues from payor sources
- The estimated annual cost to meet the County's mandate under Section 17000 of the Welfare and Institutions Code to provide healthcare to medically indigent residents is \$25 million to \$35 million, but the General Fund is contributing more than \$70 million

Goal:

- Create a long-term financially viable business model for providing healthcare to the County's medically indigent residents

Objectives:

- Eliminate self-declaration process and establish full screening process that requires proof of income, assets and county residency to qualify for financial assistance at Medical Center facilities
- Develop estimates of the County's financial obligation to meet its Section 17000 mandate
- Develop other alternatives for the provision of services to medically indigent residents
- Begin implementation of selected alternatives to provide medically indigent healthcare

Partners:

- Blue Ribbon Task Force – Adult Healthcare Coverage Expansion
- San Mateo Medical Center
- Health Department
- Human Services Agency
- Health Plan of San Mateo
- Information Services Department
- Revenue Services/Treasurer's Office
- County Counsel
- Controller's Office

Shared Vision 2010 Key Department Initiatives—Place

Offer a Full Range of Housing Choices

1. Countywide Housing Strategy

Lead Department/Agency: Department of Housing

Major Issues to be Addressed:

- Lack of goal alignment and coordinated implementation of programs among the County, cities, agencies, and organizations
- Broadly appreciated Countywide measures of production progress linked to sustainability goals do not yet exist

Goal:

- Increase infill housing production Countywide by aligning complementary efforts of public and private organizations to produce well-placed housing for households at all income levels in the community

Objectives:

- Publish strategy and implementation plan showing how much housing is needed and why, where it can go, who is doing what to produce it, and how these initiatives fit together
- Develop measurable sustainability goals and set housing production targets necessary to achieve them
- Develop integrated marketing approach to coordinate among initiatives
- Increase production rates to a level necessary to reach sustainability targets by 2025
- Increase annual funding five-fold for special needs housing

Partners:

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- City/County Association of Governments (C/CAG), Housing Endowment and Regional Trust, Housing Our People Effectively, SamTrans, cities

Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

1. Revise and Update the County General Plan and Implement Zoning Regulations and Building Code Provisions

Lead Department/Agency: Planning and Building

Major Issues to be Addressed:

- The General Plan and Zoning Regulations have not been substantially reviewed in many years
- Updating and clarification of the Building Code needs completion
- Planning and Building Department staff require up-to-date regulatory codes to perform their professional responsibilities

Goal:

- Complete an update of the County General Plan, Zoning Regulations and Building Code that represents preferred land use policy and includes effective regulatory provisions

Objectives:

- Determine where the existing General Plan is deficit in complying with State mandated planning requirements
- Determine where the existing General Plan should be revised to result in updated data and clearer policy for an overall improved planning document, taking into account recent developments in zoning theory
- Identify what new or revised regulations are necessary to implement the updated General Plan policies
- Revise and eliminate outdated zoning regulations pertaining to land uses that no longer exist in the County
- Simplify complicated code sections
- Re-examine and revise the Building regulations intended to bring structures up to current code levels to eliminate unintended side effects and thereby better reflect its intent
- Update the General Plan taking into account recent developments in zoning theory

Partners:

- Board of Supervisors
- County Manager's Office
- Public Work Department
- Environmental Health Services
- Planning Commission
- Interested community groups

2. Showcase Housing Solutions

Lead Department/Agency: Department of Housing

Major Issues to be Addressed:

- Locally adapted demonstrations of best-practice solutions; “great places” anchored by great housing, are not sufficiently commonplace or widely diffused to stimulate replication by planners and policy makers and stimulate popular and market demand

Goal:

- Showcase exemplary housing solutions and, as needed, import, adapt and demonstrate best practices

Objectives:

- Encourage exemplary developments on County-owned or regulated land
- Develop tools that help local decision makers better understand infill housing requirements and implications
- Publish series of local demonstrations and adaptations of best-practice housing solutions

Partners:

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- C/CAG, Housing Endowment and Regional Trust, Housing Our People Effectively, SamTrans, cities

3. Maintain the infrastructure that serves the citizens of San Mateo County while minimizing impacts on the environment

Lead Department/Agency: Department of Public Works

Major Issues to be addressed:

- Maintenance of flood control facilities in areas that have become habitat to endangered/threatened species where lack of maintenance can result in flooding
- Establishment and adoption of sanitary sewer service rates that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water and root intrusion that can infiltrate sewer lines and cause stoppages
- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

Goal:

- Provide regular maintenance of infrastructure that serves the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered/threatened species as identified by various regulatory agencies

Objectives:

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding

Partners:

- Agriculture Commissioner
- San Francisco International Airport
- Regional Water Quality Control Board
- California Department of Fish and Game
- Corps of Engineers
- United States Fish and Wildlife Service
- California Coastal Commission

Preserve and Provide People Access to Our Natural Environment

1. Mid-Coast Recreational Plan

Lead Department/Agency: Parks Department

Major Issues to be addressed:

- Mid-coast area of San Mateo County has no neighborhood parks
- Mid-coast has no city type recreational facilities such as ball fields and a recreation center
- Mid-coast area has no recreation programs such as classes, adult learning opportunities, and local organized recreation activities

Goal:

- To prepare and implement a plan that will provide local city type recreational programs, facilities and services to the mid-coast area of San Mateo County including the communities of El Granada, Princeton, Miramar, Montara and Moss Beach

Objectives:

- Community will have an adequate number and type of recreation facilities such as playing fields and neighborhood parks to meet residents' needs
- Recreational programs will be provided to meet learning, health-related, social, and recreational needs of the communities
- Residents will have a recreation center that will hold events, classes, sporting events, and other activities for local residents

Partners:

- Department of Public Works
- MidCoast Community Council

2. Trails Master Plan Update

Lead Department/Agency: Parks Department

Major Issues to be addressed:

- Lack of trails available for mountain bike enthusiasts
- Lack of trails connecting east-west trails to major north-south trails (Bay, Ridge, Coastal, and Crystal Springs Trails)
- Trails between jurisdictions are not linked, nor have cooperative management agreements

Goals:

- To prepare and implement an updated plan that will provide multi-agency coordination of trails and trail development throughout the peninsula
- To identify, design and implement a more robust mountain bike trail network

Objectives:

- To establish a Blue Ribbon advisory committee to support trails planning.
- Prepare and implement an updated Trails Master Plan

Partners:

- Department of Public Works
- Equestrian Trail Riders Action Committee (ETRAC)
- Volunteer Horse Patrol (VHP)
- Responsible Organization Mountain Pedalers (ROMP)
- Golden Gate National Recreation Area, Midpeninsula Regional Open Space District (MROSD), California State Parks
- City Recreation Departments of San Mateo County

Shared Vision 2010 Key Department Initiatives—Prosperity

Create Opportunities for Every Household to Participate in Our Prosperity

1. CalWORKs Family Engagement

Lead Department/Agency: Human Services Agency

Major Issues to be addressed:

- Identifying and removing barriers that prevent employment
- Connecting available jobs to the skills of CalWORKs participants
- Protecting children when families are sanctioned
- Enhancing employment skills tailored to CalWORKs families

Goals:

- Help low income families achieve self-sufficiency
- Reduce the number of families who are sanctioned
- Expand work and employment-related activities available to help clients meet their work participation requirements
- Prevent recycling of CalWORKs participants
- Ensure children are protected when families are sanctioned
- Renew and refocus the CalWORKs program and staff skills around engagement and retention and prevention of sanctions

Objectives:

- Increase the Work Participation Rate (WPR) by removing barriers to employment
- Engage a higher percentage of CalWORKs participants in countable work-related activities
- Enhance employment skills through individual assessments and training
- Make systems enhancements to improve customer service
- Use the Agency-wide accreditation process to achieve best practices in the CalWORKs program

Partners:

- Community Colleges
- Businesses
- Workforce Investment Board
- Early care and education community
- County Office of Education Regional Opportunity Program
- Vocational Rehabilitation
- Alcohol and Other Drug Services
- Health Department
- Mental Health Services
- Probation Department
- Human Resources Department
- Other County departments
- Labor
- Employment, training, and workforce development providers

- Community-based organizations
- Faith communities
- Board of Supervisors
- County Manager's Office

2. Help America Vote Act (HAVA)

Lead Department/Agency: Assessor-County Clerk-Recorder

Major Issues to be Addressed:

- Acquire a new voting system that complies with federal Help America Vote Act (HAVA). New federal and state mandates require a full voting system replacement in 2006 with implementation, enhanced facilities, training requirements and voter education and outreach efforts.

Goal:

- Facilitate the participation of disabled voters in the democratic process

Objective:

- Continue to improve disabled voter access to elections

Partners:

- Board of Supervisors
- Controller's Office

3. Upgrade Property Assessment System

Lead Department/Agency: Assessor-County Clerk-Recorder

Major Issues to be Addressed:

- Develop and install an upgrade to the property assessment system that realizes the efficiencies of an integrated relational database and incorporates a new Geographic Information System (GIS) and document imaging system

Goal:

- Roll corrections are delivered electronically to the Controller's Office and County Counsel.

Objective:

- By December 2008, replace paper processes with electronic process

Partners:

- Board of Supervisors
- Controller's Office

Shared Vision 2010 Key Department Initiatives—Partnership

Responsive, Effective and Collaborative Government

1. Shared Vision 2025 Community Process

Lead Department/Agency: County Manager/Clerk of the Board

Major Issues to be Addressed:

- It has been almost 10 years since the County began planning for the Shared Vision 2010 process that established long-term commitments and goals for the community
- Management turnover in departments provides an opportunity to involve new managers in Countywide planning processes

Goal:

- Engage broad and diverse participation from the community to provide a comprehensive review and update of the Shared Vision 2010 commitments and goals

Objectives:

- Complete the Shared Vision 2025 community forums by Fall 2007
- Develop strategic action plans for implementation beginning in 2008

Partners:

- San Mateo County residents
- Businesses
- Non-profit organizations
- Faith groups
- Schools
- County departments
- Other agencies

2. Fixing Structural Internal Control Deficiencies

Lead Department/Agency: Controller's Office

Major Issues to be Addressed:

- As noted in the Grand Jury Auditors' Report to Management, the Controller's General Accounting/Accounts Payable Division is heavily reliant on one employee to meet complex external reporting needs and resolve complex accounting issues. As a result, the County is at significant risk that internal controls over the accounting for and reporting of its significant financial transactions may be adversely affected.
- As noted in the Grand Jury Auditors' Report to Management, the County's fixed asset accounting system was designed prior to a significant change in reporting required by Governmental Accounting Standards Board Statement No. 34 and is no longer adequate to meet these new reporting requirements. Proper implementation of the general ledger's

fixed asset accounting module will reduce the risk that fixed assets not be properly accounted for as well as replace an aging fixed asset accounting process that relies on unsupportable technology.

Goals:

- Ensure the Controller's Office is properly staffed to provide a sound internal control structure for the County
- Implement the IFAS Fixed Asset Module to ensure a sound internal control framework for the County

Objectives:

- Ensure the County's major funding sources are not interrupted due to non-compliance with statutory reporting requirements
- Ensure the County's financial transactions continue to be recorded timely and properly without disruption during succession changes
- Maintain an efficient central accounting office

Partners:

- Human Resources Department
- Information Services Department

3. Enhancing Countywide Technology and Training

Lead Department/Agency: Controller's Office

Major Issues to be Addressed:

- Insufficient staffing levels within the Controller's Office have limited the capabilities of the Department to provide for new initiatives or process improvements to the County's financial system, which would benefit all County fiscal operations.
- The County's new Automated Time Keeping System (Workbrain) will require additional resources for system maintenance, help desk inquiries, report creation, ongoing training, rule design, etc.
- There have been delays in delivering eCommerce, which would allow for electronic payments to vendors (including community-based organizations),
- Current staffing levels prohibit design and implementation of automated processes that the County's financial system is capable of and that would benefit all fiscal operations of the County.
- Current staffing levels do not allow for IFAS 7i training nor payroll or Automated Timekeeping System training.

Goals:

- Provide adequate personnel to assist County employees in accounting and payroll processes
- Continue to improve and streamline Controller processes that affect all County departments

Objectives:

- Increase the number of accounting transactions processed electronically
- Reduce the number of payroll adjustments

Partners:

- Human Resources Department
- Information Services Department
- All other County departments

4. Redefining the Controller's Role in Property Tax Roll Maintenance

Lead Department/Agency: Controller's Office

Major Issues to be Addressed:

- The Controller's Property Tax Division's role in Property Tax Roll Maintenance does not effectively reduce the risk of unauthorized change or untimely, inaccurate billing; cannot discover systematic problems that can be corrected in a timely manner; and adds no value with the exception of data entry, which can be automated.

Goals:

- Complete the automation of the roll change process to save costs, provide the taxpayer more timely and accurate bills, and reduce the amount of refunds
- Refocus the Controller's Property Tax effort to analyze and audit the process rather than the current low value activity of data entry

Objectives:

- Improve the percentage of automated tax roll change transactions
- Decrease staff time spent on manual entry and increase staff time spent on audit and analysis
- Reduce tax roll changes
- Improve accuracy of tax bills
- Lower the number of resent tax bills
- Decrease the number of dollar value of refunds

Partners:

- Assessor's Office
- Treasurer-Tax Collector's Office
- Information Services Department

5. Effective Delivery of Services

Lead Department/Agency: Treasurer - Tax Collector

Major Issues to be Addressed:

- Providing a more efficient and user friendly phone system for all county taxpayers of all tax rolls that includes general information, faster response time, tax bill information and payment options for all tax rolls

- Include an interface to the Tax Collector's database for payments and inquiry of all tax rolls

Goal:

- Purchase and implement a new Interactive Voice Response (IVR) system

Objective:

- To install the new IVR system in FY 2007-08

Partner:

- Information Services Department

6. Upgrade Tax System

Lead Department/Agency: Treasurer - Tax Collector

Major Issue to be Addressed:

- Gathering requirements and creating design specifications to upgrade the supplemental tax system

Goals:

- Redesign of the Supplemental Tax System
- To create a flexible, easy to use software product that meets all business requirements, County standards and integrates with other tax rolls

Objectives:

- To treat the supplemental tax roll in the same manner as the secured tax roll for payment and apportionment purposes

Partners:

- Controller's Office
- Assessor's Office

7. Applicable Client Record Search (ACRS)

Lead Department/Agency: Information Services Department

Major Issue to be Addressed:

- Multiple County departments currently have data stores containing client data, or are currently implementing a data warehouse, and these data warehouses are not currently interoperable.

Goal:

- Provide Countywide client coordination and Countywide reporting

Objective:

- By the end of FY 2008-09, increase the number of interoperable data warehouses in the County by 100%

Partners:

- County Manager's Office
- Health Department
- Human Services Agency

8. Ease of Computing**Lead Department/Agency:** Information Services Department**Major Issues to be Addressed:**

- The number of business application in the County is increasing. The user interface for business application is not standardized, and, logging in to multiple business applications is complicated and time consuming.

Goal:

- To simplify the use of business computing applications

Objective:

- To simplify the use of additional business computing applications.

Partner:

- All County departments

9. Transition to a Statewide Automated Child Support System**Lead Department/Agency:** Department of Child Support Services**Major Issue to be addressed:**

- The federal government is fining the State of California over \$220 million a year for failing to have a statewide automated child support system. To stop the penalties, all California counties must use the same automated system that meets specific federal requirements. Additionally, all child support payments throughout the state must be processed at a central facility.

Goals:

- Maintain the current level of performance and customer service under a new statewide automated child support system

Objectives:

- Child support collections will be equal to or greater than the prior year
- Percent of current support collected will be equal to or greater than the prior year
- Percent of cases with collections in arrears will be equal to or greater than the prior year
- Percent of cases with orders will be equal to or greater than the prior year

Partners:

- Information Services Department
- County Controller
- Superior Court
- Human Services Agency
- State Department of Child Support Services
- Treasurer

10. Ensure that the Best and Latest Environmental Protection Practices are in Place**Lead Department/Agency:** Planning and Building**Major Issues to be Addressed:**

- Local environmental regulations have not been kept current with State legislation
- Lack of adequate measures to prevent potential adverse impacts to the environment

Goal:

- Complete the update and implementation of County environmental procedures and related environmental documents

Objectives:

- Fully review environmental protections that are not codified
- Update the General Plan taking into account recent developments in environmental protection
- Determine where existing regulations are deficient in complying with State environmental requirements

Partners:

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- Interested community groups

11. Community Capacity**Lead Department/Agency:** Health Department**Major Issues to be Addressed:**

- Research and practice have affirmed the important roles that communities play in shaping health outcomes through family and peer supports, social and cultural norms, and other factors that are rooted in communities.
- Community-based organizations are key Department partners in promoting health, but their resources are often stretched.
- Community preparedness will have to be strengthened to respond to the projected impact of a major disaster.

Goals:

- Strengthen community capacity to partner with the Health Department on priority health issues

Objectives:

- Follow-up on recommendations heard from communities during MHSA planning through focused efforts to improve access to mental health services, initially focusing on partnerships with at least two ethnic communities in the county
- Build community awareness of and response capacity to respond to man-made or natural disasters

- Incorporate community capacity building perspective in work with community-based contracting partners

Partners:

- Human Services Agency
- Probation
- First 5 Commission
- Human Resources (County Nonprofit Liaison)
- County Manager's Office

12. Revenue Cycle Improvement

Lead Department/Agency: San Mateo Medical Center

Major Issues to be Addressed:

- The San Mateo Medical Center strives to be a good steward of the County's resources while providing the maximum level of service to patients. Internal and external assessments indicate that there are opportunities to enhance cash collections and improve the financial standing of the Medical Center.

Goals:

- Improve patient access and billing through enhanced reporting, process redesign, and staff training
- Work with inpatient and outpatient departments to improve timeliness of gathering supporting documentation for billing

Objectives:

- Increase percentage of cash collection
- Reduce claim denials
- Reduce bad debt
- Reduce days and dollars in accounts receivable

Partners:

- Revenue Services
- Patients/Payor Sources
- U.S. Post Office
- Healthcare Advisory Board

13. Implementation of Board Committee Structure

Lead Department/Agency: County Manager/Clerk of the Board

Major Issues to be Addressed:

- Currently, Board members are required to serve on more than 50 regional, sub-regional and County boards, as well as commissions, committees, ad hoc and subcommittees – some duplicative and often narrowly focused
- The number of existing subcommittees makes the public decision-making process inefficient and creates an environment that is not conducive to increasing participation and collaboration among stakeholders
- There are issues that need more in-depth discussion to ensure successful County implementation and involvement of affected departments

Goals:

- Make the Board committee process more efficient, effective and publicly accountable
- Reduce the number of subcommittees and create a new structure to improve the direction, coordination and focus of the public decision making process for the county's increasingly complex issues, programs and services

Objective:

- Implement new Board Committee process by September 25, 2007 Board meeting

Partners:

- Board of Supervisors and Staff
- County Counsel
- Departmental Agenda Coordinators

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

1. Expand the County's Workforce Planning Programs

Lead Department/Agency: Human Resources Department

Major Issues to be Addressed:

- Baby boomers are leaving the workforce in record numbers and there are not as many workers in subsequent generations to take their place
- Middle management level positions have been reduced, eliminating a logical succession planning source
- Insufficient resources have been allocated to identify and develop future leaders

Goal:

- Develop and implement a robust succession planning program to assure that highly qualified employees are developed to fill key leadership vacancies

Objectives:

By June 30, 2009:

- Increase the number of positions filled by internal candidates
- Increase the number of courses offered to staff
- Hire key personnel prior to departure of the incumbent
- Increase the number of applicants by including recent college and university students
- Increase the number of employees with development plans that integrate core competencies

Partners:

- County Manager's Office
- All County departments

2. Develop and Implement Strategic Partnerships to Enhance Organizational Effectiveness

Lead Department/Agency: Human Resources Department

Major Issues to be Addressed:

- Partnerships with County departments and outside agencies, including health plan providers, non-profits, special districts and cities, could be expanded to support departments in their strategic efforts

Goals:

- Human Resources is utilized as a consultant that collaborates with departments and other agencies to increase performance capability and meet organizational goals
- Employee performance goals are aligned with department and organizational goals
- Identify opportunities to grow revenue and improve financial position to create long-term sustainable Human Resources services

- Establish and strengthen relationships and initiatives through shared resources to better serve customers and community partners
- Provide organizational development services that will facilitate change and continuous improvement in the organization

Objectives:

- By June 30, 2008, increase the number of customer survey respondents indicating that Human Resources is helping meet their strategic goals
- By June 30, 2009, increase the number of management employees with individual performance goals that are aligned to department and organizational goals

Partners:

- County Manager's Office
- All County departments
- Community

3. Prevention and Partnering to Improve Lives

Lead Department/Agency: Human Services Agency

Major Issues to be Addressed:

- Fostering countywide coordination and partnerships to address priorities on ending homelessness and preventing hunger; preventing domestic violence; strengthening child well-being through the Differential Response (DR) system, Family Resource Centers, and community schools; preventing alcohol and drug abuse; preventing gang and other youth violence; and promoting stable self-sufficiency
- Enhancing shared responsibility with other County departments and community partners for the well-being of individuals, children, and families
- Supporting community capacity to deliver human services

Goals:

- Serve and reach families and children sooner to reduce the need for back-end services
- Increase the alignment of prevention initiatives between Agency programs and those of the larger community
- Create reliable performance information on outcomes of Prevention and Early Intervention (PEI) initiatives

Objectives:

- Remove barriers that prevent family well-being in order to serve individuals, children, and families sooner
- Continue implementation of plans with a strong prevention focus (e.g., Ten Year Community Plan to End Homelessness, first year of AOD Strategic Directions 2010 recommendations, and Child Welfare Systems Improvement Plan)
- Support community organizations as they provide PEI services
- Use the Agency-wide accreditation process to achieve best practices in PEI outcomes

Partners:

- Board of Supervisors
- County Manager's Office
- Community partners and community-based organizations
- Faith communities
- Health Department
- Probation Department
- Sheriff's Office
- Other County departments
- Peninsula Library System Community Information Program
- Municipalities
- Schools
- Foundations
- Thrive - The Alliance of Nonprofits for San Mateo County

- The department will evaluate the cost effectiveness of using of hydrogen fuel cell technology to supplement the production of electricity for County facilities

Partners:

- All departments that use County vehicles and/or occupy space in County owned or leased buildings
- San Mateo Medical Center (largest energy consumer)
- Sustainable Silicon Valley
- Sustainable San Mateo County
- City/County Association of Governments; Congestion Mitigation and Air Quality
- Association of Bay Area Governments

4. Reduce the County's Impact on Climate Change by Reducing CO₂ Emissions

Lead Department/Agency: Department of Public Works

Major Issues to be addressed:

- CO₂ and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea level and increasing the strength and variability of weather incidents
- County facilities emit over 23,000 tons of CO₂ per year, contributing to the climate change
- The CO₂ from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel
- The cost of fuels and energy are increasing, which provides an incentive to reduce consumption

Goal:

- To reduce County CO₂ emissions by at least 590 lbs by 2009 (2005 baseline)

Objectives:

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 5% by 2010 (2005 baseline)
- Energy efficient gas fired co-generation plants installed at the Maguire Correctional Facility, the Youth Services Center, and under review for the San Mateo Medical Center, will be actively monitored and maintained so that anticipated natural gas consumption increases will be leveled out by 2009. Solar panels have also been installed at the new Sheriff's Forensic Laboratory to generate electricity for that facility.
- The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised to 27 MPG by FY 2008-09. Since 2001 the average MPG for County passenger vehicles has been increased from 22 MPG to 26 MPG.



COUNTY OF SAN MATEO

PROFILE 2007-2008

County Geography, History, Economics and Government

The County of San Mateo is home to some of the most spectacular and varied geography in the United States, from 54 miles of rugged coast to tidal marshes along the Bay. In between are redwood forests, rolling hills covered with oaks, wetlands, creeks, beaches and farmland all within the County's 531 square miles.

Established on April 19, 1856, San Mateo County has been a center of innovation since its early days and now is home to cutting-edge industries and a local government that is responsive and responsible.

A five-member Board of Supervisors governs San Mateo County. All Supervisors are elected Countywide but each must live in one of the five districts. Supervisors oversee the County's budget and set policy while an appointed County Manager runs the day-to-day operations from the County seat in Redwood City.



There are 20 cities in San Mateo County, each with unique characteristics, and numerous unincorporated communities. These range from suburban neighborhoods to hamlets tucked away in the forest.

The County is represented in Washington, D.C. by two members of Congress and in Sacramento by three members of the Assembly and two members of the Senate.

The combination of mild climate, abundant open space and economic diversity and vitality make San Mateo County one of the most attractive places to live in the United States. Residents have long committed to preserving the environment and nearly three-quarters of the County is set aside for parks, watershed protection, farmland and other open-space uses.

The County's proximity to leading research institutions such as Stanford University and the University of California along with numerous other colleges and universities has helped create a well-educated and engaged constituency. Home to San Francisco International Airport, the County is a gateway to the world with a bright and diverse population.

The County consistently boasts among the highest incomes and lowest unemployment rates in the United States.

History

In 1769, while searching for Monterey Bay, a Spanish exploration party led by Captain Gaspar de Portola instead found San Francisco Bay from what is now called Sweeney Ridge between San Bruno and Pacifica.

The Spanish expedition found the Peninsula inhabited by several small tribes of Ohlone Indians. As a result, many Native Americans soon contracted diseases that contributed to great suffering.

When Spanish rule of the region gave way to Mexican rule after 1821, numerous large land grants were secured from the Mexican Government. San Mateo County became the site of 17 large ranchos. In 1846, American Naval forces claimed California.



and just two years later gold was discovered drawing the "forty-niners" in search of fortune. California's population grew and by 1850, Congress granted it statehood.

San Mateo was part of San Francisco County until 1856, when the County was created out of a political deal. In an effort to eliminate San Francisco government corruption, a state legislative proposal was introduced to merge the City and County of San Francisco. That legislation only won approval when an amendment was added to also require splitting San Francisco into a second county. In 1856, the County Charter was approved and a battle for the location

of the county seat ensued. After three elections and a state Supreme Court decision, Redwood City became the San Mateo County seat.

By 1860, San Mateo County had 3,214 residents. The San Francisco-San Jose railroad line brought something new to the Peninsula: the commuter.

Many of the "Bonanza and Railroad Kings" purchased portions of the old Mexican land grants and built great mansions on estates. The favorable climate, proximity to natural resources and an improving transportation network helped to fuel the County's growth.

Population

Between Jan. 1, 2006 and Jan. 1, 2007, San Mateo County's population grew 1 percent, from 726,336 to 733,496, maintaining San Mateo County's rank as the 14th most populous county in California. During that same time period, California, as a whole, grew by an estimated 1.3 percent to 37.7 million. Of San Mateo County's 733,496 residents, about 65,557 live in the unincorporated area of the County. ¹



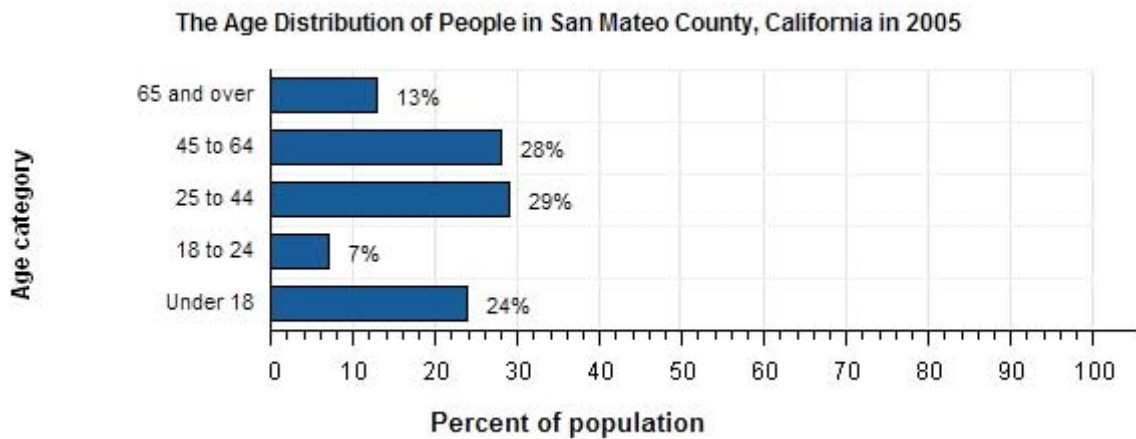
SAN MATEO CITY/COUNTY POPULATION ESTIMATES ²					
City	2003	2004	2005	2006	2007
ATHERTON	7,206	7,250	7,252	7,284	7,423
BELMONT	25,365	25,369	25,451	25,725	25,897
BRISBANE	3,641	3,674	3,721	3,753	3,789
BURLINGAME	28,223	28,224	28,259	28,408	28,667
COLMA	1,194	1,296	1,565	1,579	1,593
DALY CITY	104,179	104,375	104,594	105,156	106,160
EAST PALO ALTO	31,672	31,853	32,170	32,183	32,630
FOSTER CITY	29,790	29,778	29,854	29,993	30,269
HALF MOON BAY	12,273	12,375	12,679	12,775	12,912
HILLSBOROUGH	10,948	10,966	10,975	10,998	11,122
MENLO PARK	30,760	30,708	30,624	30,842	31,146
MILLBRAE	20,688	20,682	20,692	20,797	20,965
PACIFICA	38,561	38,593	38,650	38,859	39,251
PORTOLA VALLEY	4,489	4,529	4,535	4,566	4,618
REDWOOD CITY	75,891	75,893	75,934	76,322	77,025
SAN BRUNO	40,916	40,939	41,417	41,645	42,145
SAN CARLOS	27,732	27,960	28,169	28,352	28,639
SAN MATEO	93,562	94,032	94,144	94,605	95,510
SOUTH SAN FRANCISCO	60,787	61,030	61,617	62,017	62,614
WOODSIDE	5,353	5,461	5,491	5,522	5,564
Unincorporated	63,713	64,167	64,367	64,955	65,557
COUNTY TOTAL	716,943	719,154	722,160	726,336	733,496

**Totals may not equal sum due to rounding*

¹ State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2006 and 2007*. Sacramento, California, May 2007.

² State of California, Department of Finance, *E-4 Population Estimates for Cities, Counties and the State, 2001-2007, with 2000 Benchmark*. Sacramento, California, May 2007.

The California Department of Finance projects that by the year 2010 San Mateo County's population will grow to 747,134 and by 2020 to 786,740. ³ In 2005, the County's median age was 39.2 (36.4 for the Nation) with 13 percent of San Mateo County residents age 65 or older.



More than 34 percent of San Mateo County residents are foreign born. This is in contrast to the percentage of foreign born in the nation (12.4 percent) and California (27.2 percent). In California, counties with higher foreign-born percentages include: Imperial (34.7 percent), Los Angeles (36 percent), San Francisco (35.8 percent) and Santa Clara (36.3 percent) as noted below.⁴ The percentage of San Mateo County residents that identify as white has declined from 50.3% in 2000 to 46.6 in 2004. During that same time, the number of residents that identify as Hispanic or Asian has risen from a combined percentage of 42.4 to 45.9 percent.

SAN MATEO COUNTY RACE/ETHNIC POPULATION ESTIMATES ⁵										
	2000		2001		2002		2003		2004	
White	357,376	50.28%	354,566	49.67%	348,026	48.63%	341,470	47.59%	334,203	46.57%
Hispanic	156,519	22.02%	159,452	22.34%	163,070	22.79%	166,692	23.23%	169,942	23.68%
Asian	144,997	20.40%	147,469	20.66%	151,706	21.20%	155,941	21.73%	159,838	22.27%
Black	24,633	3.47%	24,584	3.44%	24,854	3.47%	25,111	3.50%	25,302	3.53%
Multirace	15,833	2.23%	16,267	2.28%	16,478	2.30%	16,721	2.33%	16,900	2.35%
Pacific Islander	9,782	1.38%	9,871	1.38%	9,856	1.38%	9,836	1.37%	9,769	1.36%
American Indian	1,592	0.22%	1,637	0.23%	1,682	0.24%	1,720	0.24%	1,756	0.24%

³ State of California, Department of Finance, *Population Projections by Race/Ethnicity for California and Its Counties 2000–2050*, Sacramento, California, May 2004.

⁴ U.S. Census Bureau, 2005 American Community Survey, GCT0501. *Percent of People Who Are Foreign Born: 2005*.

⁵ State of California, Department of Finance, *E-3 California County Race/Ethnic Population Estimates and Components of Change by Year, July 1, 2000–2004*. Sacramento, California, March 2006.

Major Employers

San Mateo County is home to a diverse array of businesses, from Fortune 500 companies to small businesses. The largest employers in the County and their respective number of employees are as follows:

COUNTY OF SAN MATEO LARGEST EMPLOYERS ⁶		
Employer	Type of Business	Number of San Mateo County Employees
United Airlines	Airline	9,600
Genentech Inc.	Biotechnology	7,845
County of San Mateo	Government	5,777
Oracle Corporation	Software	5,642
Kaiser Permanente	Health Care	3,609
Safeway Inc.	Supermarkets	2,280
United State Postal Service	Postal Service	2,174
Electronic Arts	Interactive Entertainment	2,000
Mills-Peninsula Health Services	Health Care	1,800
Applied Biosystems	Biotechnology	1,578
San Mateo County Community College District	College District	1,551
The Gap Inc.	Specialty Retail	1,700
SRI International	Research & Development	1,337
San Francisco International Airport	Airport	1,285
Franklin Templeton Investments	Investment Management	1,270
Catholic Healthcare West	Health Care	1,204
Gilead Sciences, Inc.	Biopharmaceutical	1,000

Industry Innovators

San Mateo County is home to innovative researchers in the pharmaceutical, medical science, computer and other leading-edge industries. Of the 25 Bay Area companies receiving the most number of U.S. patents in 2006, seven are located in San Mateo County.

Largest Patent Recipients in San Mateo County ⁷				
Company	Number of Patents	Sample of one patent assigned in 2006	Total number of employees company wide	Business description
Oracle Corporation	215	Systems and methods for sensor-based computing	68,000	Software
Genentech Inc.	142	Polypeptide variants with altered effector function	10,460	Human therapeutics
Applera Corp (Appliedbiosystems)	46	Array imaging system	5,090	Life sciences
SRI International	44	Biopolymer sequence comparison	1,400	Technical and scientific research
Openwave Systems Inc	27	Constrained keyboard disambiguation using voice recognition	1,452	Software
Rigel Pharmaceuticals Inc.	25	Method for selective inactivation of viral replication	6,300	Human therapeutics
Theravance Inc.	23	Pharmaceutical compositions containing a glycopeptides antibiotic and cyclodextrin	285	Human therapeutics

⁶ San Francisco Business Times, 2007 Book of Lists, 2007.

⁷ San Francisco Business Journal, 2007.

Income and Housing

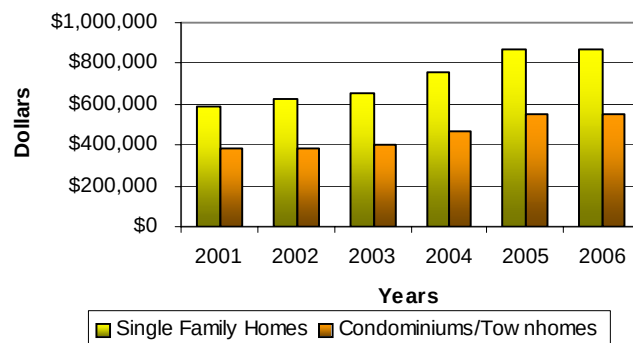
San Mateo County's median family income in 2005 was \$82,376, about a 6 percent decline from 2004's \$87,762.⁸ Still, median incomes remain among the highest in the United States. Per capita personal income in 2005 ranked third in California. The County's annual average unemployment dipped to 3.6 percent in March 2007, continuing a downward trend since a high of about 6 percent early in the decade.⁹



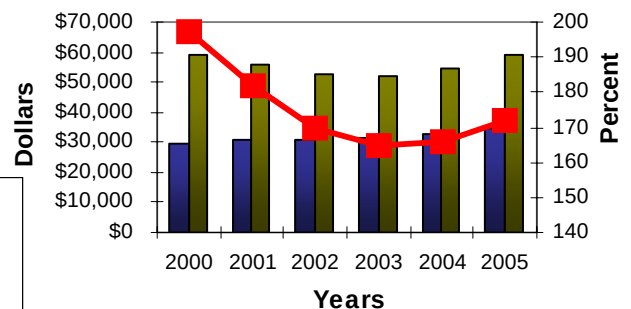
COUNTY OF SAN MATEO MEDIAN FAMILY INCOME ¹⁰					
	2001	2002	2003	2004	2005
San Mateo County Median Family Income	\$83,021	\$80,287	\$84,171	\$87,762	\$82,376
National Ranking	11	18	11	9	N/A
California Ranking	2 nd to Santa Clara	2 nd to Santa Clara	1	1	N/A

Housing prices in San Mateo County remain among the highest in the United States. The median price of a single-family home in San Mateo County rose to \$869,000 in 2006, up slightly from the prior year despite a slow-down in the overall sales market. Monthly rents are also among the highest in the nation: \$1,439 for a one-bedroom and \$1,621 for a two-bedroom apartment.¹² Creating affordable housing is among the County's top priorities.

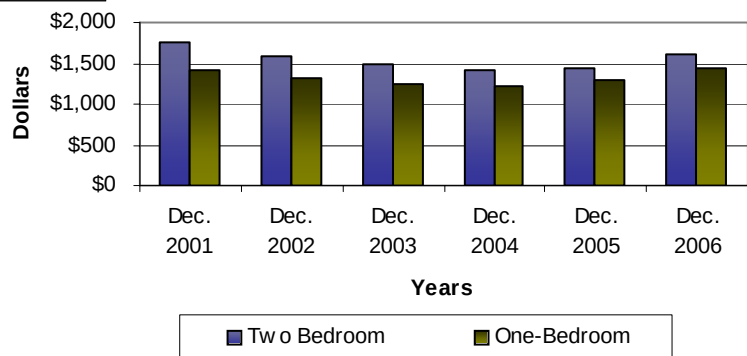
**COUNTY OF SAN MATEO
MEDIAN SALES PRICE FOR SINGLE FAMILY HOMES
AND CONDOMINIUMS/TOWNHOMES ¹³**



**COUNTY OF SAN MATEO
PER CAPITA INCOME ¹¹**



**COUNTY OF SAN MATEO
AVERAGE APARTMENT RENT ¹⁴**



⁸ U.S. Census Bureau, 2005 American Community Survey.

⁹ California Employment Development Department Labor Market Info, March 2007.

¹⁰ U.S. Census Bureau, 2001-05 American Community Surveys.

¹¹ U.S. Department of Commerce Bureau of Economic Analysis, Regional Economic Accounts, 2005.

¹² San Mateo County Department of Housing.

¹³ San Mateo County Department of Housing.

¹⁴ San Mateo County Department of Housing.

Commercial Activity

COUNTY OF SAN MATEO TAXABLE SALES BY TYPE OF BUSINESS (in thousands of dollars) ¹⁵					
Type of Business	2001	2002	2003	2004	2005
Apparel Stores	\$327,455	\$313,513	\$312,708	\$337,738	365,474
General Merchandise	1,259,242	1,220,051	1,228,323	1,246,473	1,269,140
Specialty Stores	1,267,916	1,062,791	1,090,344	1,129,654	1,217,982
Food Stores	415,023	401,241	399,776	401,438	408,881
Packaged Liquor Stores	68,360	69,418	68,878	73,434	75,965
Eating/Drinking Places	982,152	952,970	951,632	1,019,966	1,111,150
Home Furnishings	439,347	407,611	437,556	510,736	515,133
Building Materials	873,013	869,275	861,172	1,067,142	1,007,737
Service Stations	739,561	655,492	655,484	714,645	827,759
Cars, Boats, Planes, Parts & Dealers	1,843,498	1,748,003	1,695,663	1,667,539	1,692,898
Total Retail Outlets	8,215,567	7,700,365	7,701,536	8,088,935	8,492,119
Business & Personal Services	591,870	540,008	484,754	480,851	614,539
All Other Outlets	4,052,152	3,374,436	3,172,149	3,238,288	3,341,692
Total/All Outlets	\$12,859,589	\$11,614,809	\$11,358,439	\$11,808,074	12,448,350

Transportation

The free flow of people, goods and services is vital to a diverse economy and vibrant culture. Home to San Francisco International Airport, San Mateo County is a gateway to the world and a leading destination for business travelers and tourists.

The County is also home to a deepwater port, commuter rail lines and bus service. The region's roadways vary from busy freeways linking the County with San Francisco and Silicon Valley to scenic country lands.

San Francisco International Airport



Located along San Francisco Bay, SFO is one of the largest airports in the United States with more than 33 million annual passengers in calendar year 2006, up 0.8 percent from 2005.¹⁶ The airport, the 25th largest in the world in terms of passengers,¹⁷ continues to rebound after difficult years at the start of the decade that saw passenger numbers and cargo volumes drop sharply.

SFO is positioned as one of the leading gateways to the Pacific Rim and the rest of the world with a 2.5 million square-foot international terminal. Other work completed in the past few years includes a BART station, the AirTrain automated people mover, expanded cargo facilities and roadway improvements.

As Northern California's largest airport, SFO offers flights on 25 international carriers and non-stop flights to more than 60 cities in the United States on 20 domestic airlines. In May, SFO welcomed a new carrier offering five daily flights to the East Coast, another sign of the airport's resurgence.¹⁸ United Airlines is SFO's largest carrier.

The airport is owned and operated by the City and County of San Francisco and plays a major role in the region's economy. The airlines, airport, shipping firms, restaurants and other companies at and around the airport employ tens of thousands of people in jobs directly and indirectly tied to aviation.

¹⁵ State of California, California State Board of Equalization, *Taxable Sales in California (Sales & Use Tax)*, 2001-2005, Sacramento, California, December 2001-2006.

¹⁶ City and County of San Francisco, San Francisco International Airport, *Comparative Traffic Report*, December 2006.

¹⁷ Airports Council International preliminary 2006 passenger traffic report.

¹⁸ San Francisco International Airport News Release, May 2007.

SAN FRANCISCO INTERNATIONAL AIRPORT COMPARATIVE TRAFFIC REPORTS ¹⁹			
Fiscal Year	Total Enplaned and Deplaned Passengers	Freight and Express Air Cargo Enplaned and Deplaned (Metric Tons)	U.S. and Foreign Mail (Metric Tons)
1998	39,326,635	598,580	173,454
1999	39,515,808	655,409	186,805
2000	40,287,832	695,258	176,994
2001	33,955,220	516,184	118,959
2002	30,741,660	506,083	89,873
2003	28,786,385	483,412	90,112
2004	32,156,828	489,776	73,099
2005	32,802,363	520,386	70,170
2006	33,077,923	529,303	65,554

Port of Redwood City



The only deepwater port in the southern part of San Francisco Bay, the Port of Redwood City provides shipping berths and recreational opportunities for the Peninsula. Construction materials such as gypsum, cement and aggregates used to build roads along with liquid bulk cargo and scrap metal all move through the port.

The port in the 2006 fiscal year marked its second largest volume ever, just slightly below the 2005 level but still double the volume from just 2002. The port in 2006 handled 1.833 million metric tons of cargo while 151 ships or barges paid a visit to the port. ²⁰ The port is a department of the City of Redwood City.

BART, Caltrain, SamTrans



Improving transportation options remains a high priority for residents, business groups, the County and transit operators. The Bay Area Rapid Transit District (BART) has six stations within San Mateo County, including the extension to SFO that opened in 2003. BART has struggled to achieve ridership numbers in line with projections but BART's ridership on the Peninsula is rising, from 20,355 average weekday exits in 2004 from the stations in Daly City, Colma, South San Francisco, San Bruno, SFO and Millbrae to 22,729 in 2006, an increase of about 11 percent.

Caltrain ridership is also strong following changes in service in an attempt to decrease some commute times. Average weekday ridership rose from 32,031 in 2006 to 33,841 in a February 2007 tally, a 5.7 percent increase. Caltrain, however, has drawn criticism from some because speedier overall service means some stations are bypassed.

SamTrans, the County's bus service, continues to see ridership fall, from more than 60,000 riders a day to fewer than 47,000. SamTrans is operated by the San Mateo County Transit District. Caltrain is owned and operated by the Peninsula Corridor Joint Powers Board consisting of San Mateo and Santa Clara counties and the City and County of San Francisco.

AVERAGE WEEKDAY RIDERSHIP FOR BART, CALTRAIN AND SAMTRANS						
	2002	2003	2004	2005	2006	2007
BART ²¹	14,252 ²²	22,002	20,355	21,592	22,729	NA
Caltrain ²³	30,961	27,191	25,550	28,393	32,031	33,841
SamTrans ²⁴	56,589	52,927	48,073	46,797	46,845	NA

¹⁹ City and County of San Francisco, San Francisco International Airport, *Comparative Traffic Reports*, 1998-06.

²⁰ Port of Redwood City news release.

²¹ BART Fiscal Year Weekday Average Exits from Daly City, Colma, South San Francisco, San Bruno, SFO and Millbrae stations.

²² BART Fiscal Year Weekday Average Exits from Daly City and Colma stations.

²³ Caltrain average number of weekday boardings based on annual February ridership survey.

²⁴ SamTrans Fiscal Year ridership report.

Schools and Youth

Schools and Youth

San Mateo County's innovation-based, technology, biotechnology, health care industry leaders require a well-educated and trained workforce.

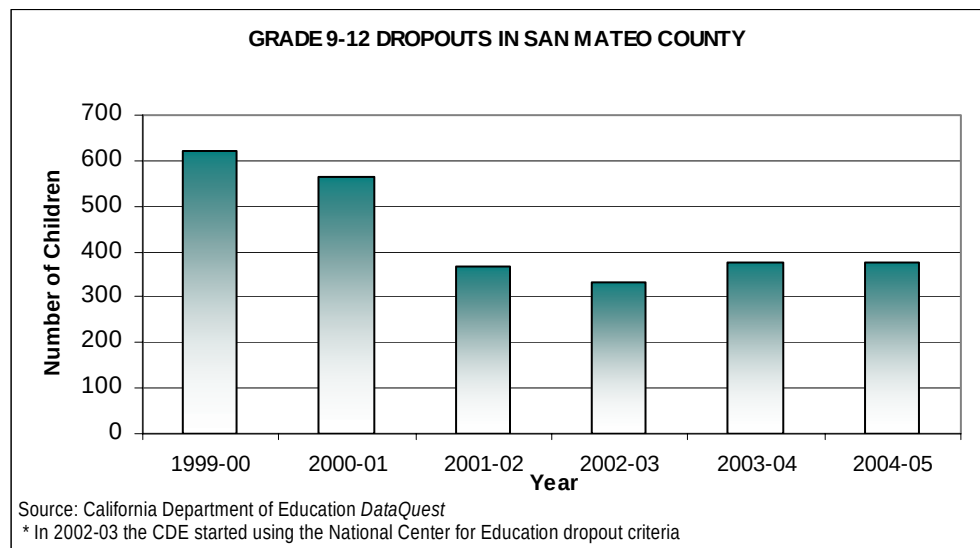
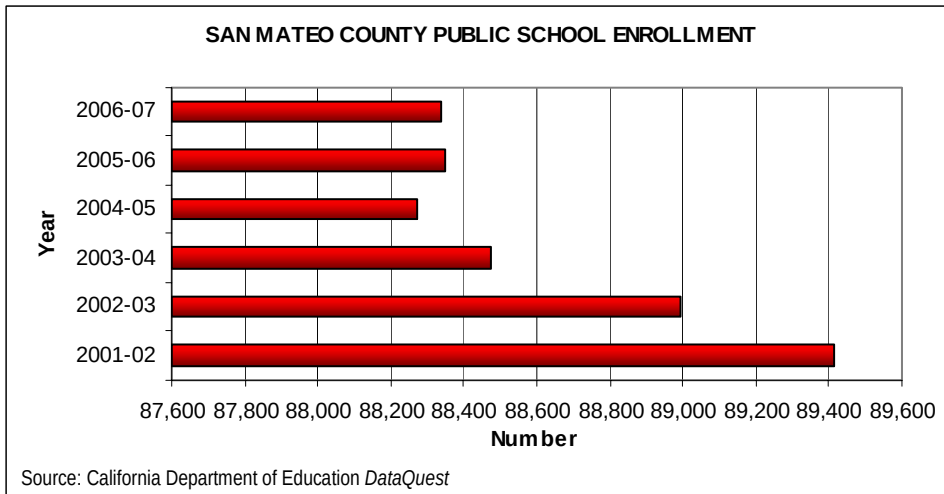
There were more than 88,000 students enrolled in San Mateo County public schools in the 2005-06 school year. There were 5,681 certified staff members, of which 4,773 were teachers, employed at more than 20 separate school districts and 165 kindergarten through 12th-grade schools. There are also a number of leading private schools.



SAN MATEO COUNTY PUBLIC SCHOOLS 2005-06	
Students	88,350
▪ K-8	60,972
▪ 9-12	27,378
Certified Staff	5,681
▪ Teachers	4,773
▪ Administrators	415
▪ Pupil services staff	493
K-12 Districts	24
▪ Elementary	17
▪ High School	3
▪ Unified	3
▪ County Office of Education	1
K-12 Schools	169
▪ Elementary school	110
▪ Middle schools	30
▪ High schools	27
▪ Continuation high schools	6
▪ K-12 schools	0
▪ County Office of Education Programs	2
▪ Charter Schools	14
High Education	
▪ Adult Education	5
▪ Community College District	1
▪ Community Colleges	3

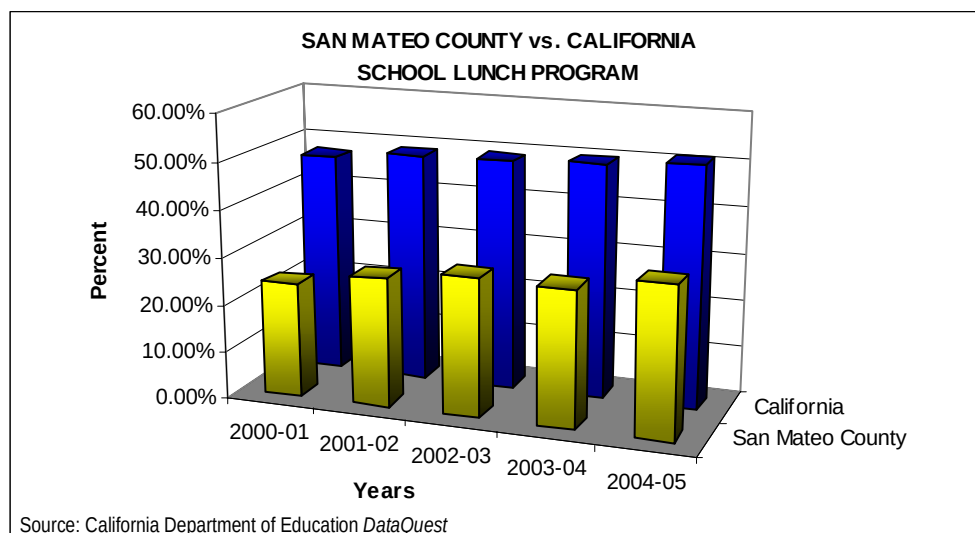
Source: San Mateo County Office of Education

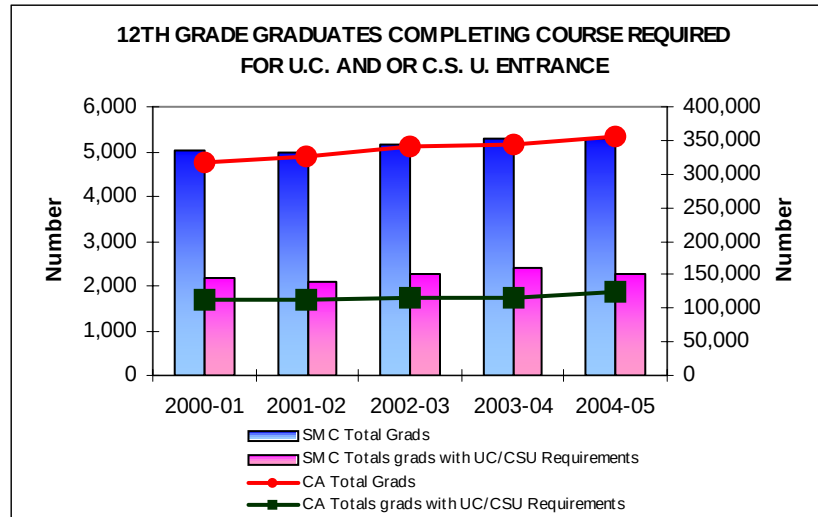
The number of students enrolled in San Mateo County public schools from the 1998 high of 92,825 to 88,335 in 2006-07.



School Lunch Program Participants

Percentage of Students participating in the National school lunch program





County of San Mateo Government

San Mateo County is one of only two California counties that requires each of the five members of the Board of Supervisors to be elected at-large by all voters of the County, but requires each supervisor to reside within one of five geographic supervisorial districts. Supervisors are elected to four-year terms and are limited to no more than three terms. The Board of Supervisors makes policy for County government activity, except for those functions reserved for other elected officials. The Board legislates and sets policy and oversees County government by ordinances and regulations.

In addition to the five Board seats, there are six elected officials who are chosen by general election every four years. They are the Assessor-County Clerk-Recorder, Controller, Coroner, District Attorney/Public Administrator, Sheriff and the Treasurer-Tax Collector. The Clerk of the Superior Court and the Chief Probation Officer are appointed by the Superior Court. All other department heads are appointed by and report directly to the County Manager, who is appointed by the Board of Supervisors.

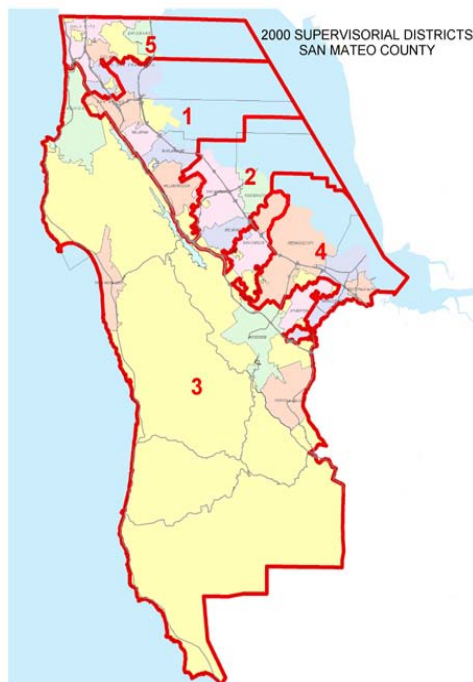
Board of Supervisors

Adrienne Tissier, 5th District

Incorporated: Brisbane, Colma, Daly City, South San Francisco (west of El Camino Real)
Unincorporated: Broadmoor, Country Club Park

Rich Gordon, 3rd District

Pacifica, Montara, Moss Beach, El Granada, Princeton, Half Moon Bay, Redwood Shores (community of Redwood City), Harbor Industrial, San Carlos, Woodside, Portola Valley, Atherton, Devonshire, Palomar Park, Emerald Lake Hills, Sequoia Tract, West Menlo Park, Stanford Lands, Ladera, Los Trancos Woods, La Honda, Skyline, Pescadero, Menlo Oaks



Mark Church, 1st District

Incorporated: San Mateo (west portion, adjacent to Hillsborough), Burlingame, Hillsborough, Millbrae, San Bruno, South San Francisco (east of El Camino Real)
Unincorporated: Burlingame Hills, Highlands/Baywood Park, San Francisco Airport

Jerry Hill, 2nd District

Belmont, Foster City, San Mateo

Rose Jacobs Gibson, 4th District

Incorporated: Redwood City, Menlo Park, East Palo Alto.
Unincorporated: North Fair Oaks, Oak Knoll

Elected Department Heads

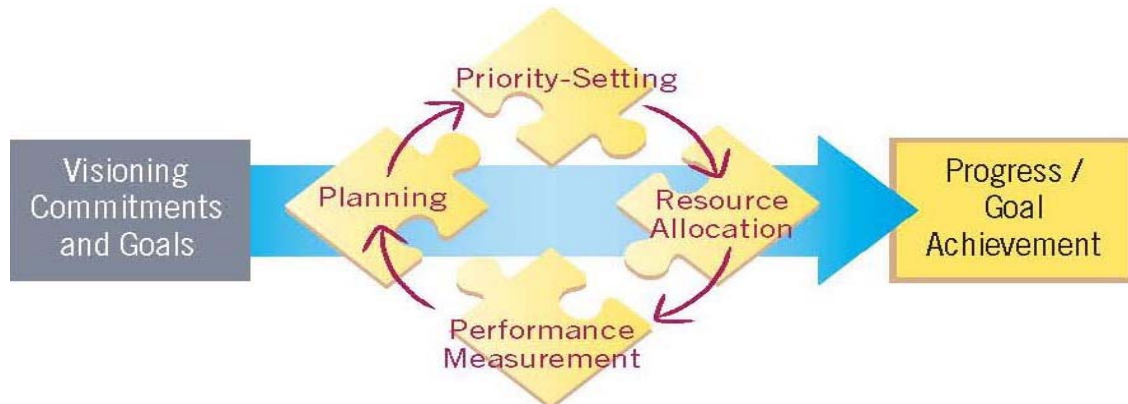
Warren Slocum, Assessor-County Clerk-Recorder
 Tom Huening, Controller
 Robert Foucrault, Coroner
 Jim Fox, District Attorney/Public Administrator
 Greg Munks, Sheriff
 Lee Buffington, Treasurer-Tax Collector

Visioning Project

Sharing a Vision

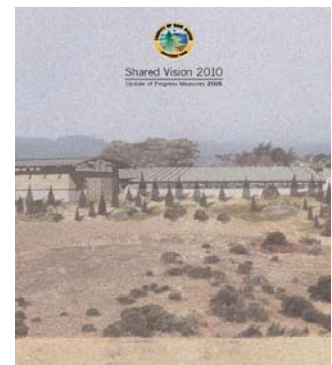


In 2000, the San Mateo County Board of Supervisors asked the community to identify the strategic priorities for the future of the County, asking the question: "What is the most important goal that San Mateo County should set for the year 2010?" With broad participation at eight community forums conducted throughout the County, 10 commitments and 25 goals were developed into the County's **Shared Vision 2010**. Since the adoption of Shared Vision 2010, all Board actions, including budget items, service and program plans are aligned with the commitments and goals. Moreover, the Board of Supervisors established and phased-in a system referred to as Outcome Based Management (OBM) to integrate the Shared Vision 2010 into department planning, priority-setting, performance measurements and budget development.



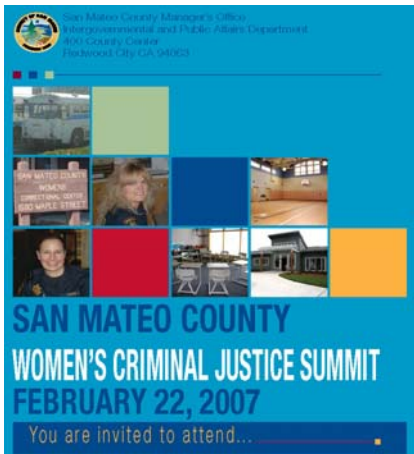
At mid-point, the Board issued Shared Vision 2010: **Update of Progress Measures 2005**, to provide an accounting of progress, a report card and a summary of the initiatives that have been undertaken that contribute to the Shared Vision goals. Taken together, real progress has been demonstrated, yet indicators also report more work is needed. Mid-point is an opportune time for reflection, as well as to once again look to the future. As a result, the Board has set out a new course of civic engagement with community conversations to develop strategic plans for Shared Vision 2010 to answer the question: What kind of San Mateo County do we want?

The forums engage the broader community in problem solving through a participatory process and foster greater public support for solution strategies and initiatives. These forums help to better educate, involve, engage and empower the community. Whether the issue is the alarming rise in health care costs from a fast-food-eating docile society, jail overcrowding or the ongoing demand for affordable housing, public participation through community conversations provide an important opportunity for residents, County departments and community stakeholders to collaborate in setting a future course for the County.



PEOPLE

Women's Criminal Justice Summit <http://www.co.sanmateo.ca.us/womensjusticesummit>



A collaborative effort, the San Mateo County Women's Criminal Justice Summit, held on Feb. 22, 2007, drew 275 participants to identify strategies to improve the outcomes for women and their children in the criminal justice system. Strategies identified and acted on include:

- ✓ Support funding for community-based reentry and transitional services including health care, housing, job training, substance abuse and mental health treatment;
- ✓ Enhance training to integrate gender-responsive strategies throughout the correctional;
- ✓ Expand alternative sentencing options;
- ✓ Coordinate policy, programs and services that support the children and incarcerated women; and
- ✓ Establish an inclusive community-stakeholder work group charged with developing a strategic action plan, oversee its implementation and report outcomes for women's criminal justice system reforms.

Co-sponsors of the Women's Criminal Justice Summit were the San Mateo County District Attorney, Health Department, Mental Health, Human Services Agency, Medical Center,

Commission on the Status of Women, Domestic Violence Council, Youth Commission, San Mateo County Bar Association, Service League/Hope House and Women's Recovery Association.

PLACE

Dedicated to Housing <http://www.co.sanmateo.ca.us/housingforum>



On November 30, 2006, affordable housing advocates came together to identify dedicated revenue sources to fund California's 35 local housing trusts that leverage public and private funds to address critical housing needs. The 125 participants identified revenue strategies:

- ✓ Local-option increase to the document recording fee;
- ✓ Carve-out a percentage of the state housing bond proceeds to support housing trusts;
- ✓ Advocate ability to pool local redevelopment funds for affordable housing development;
- ✓ Authorize a countywide local payroll tax; and
- ✓ Increase and dedicate a portion of the State Bank and Corporation Tax.

San Mateo County's Housing Endowment and Regional Trust (HEART), Housing Department, C/CAG, Housing Trust of Santa Clara County, Assemblyman Gene Mullin, Center for Community Change, Charities Housing, San Diego Housing Commission, California Non-Profit Housing, Peninsula Interfaith Action and the San Mateo County Association of Realtors were partners on the forum.

PARTNERSHIPS

More Livable San Mateo County <http://www.co.sanmateo.ca.us/morelivableSMC>



On March 13, 2006, Dr. Richard Jackson, a distinguished public health official challenged us all to take steps to reduce the damaging impacts of our "super-sized" society, key strategies identified during the community dialogue were:

- ✓ Support prevention programs that educate school children on the value of healthy lifestyles;
- ✓ Improve resident access to healthy, fresh foods;
- ✓ Advocate "snack" and/or "alcohol" taxes to fund health programs;
- ✓ Designate and include health officials in land use decision-making process;
- ✓ Model patterns of development and redevelopment that promote physical activity and discourage auto dependency; and
- ✓ Encourage cities to adopt patterns of development and redevelopment that promote physical activity and discourage auto dependency.

The San Mateo County Health Department, Environmental Health, Environmental Services Agency, Housing Department, Human Services Agency, Hospital Consortium of San Mateo County, Farm Bureau, Visitor and Convention Bureau, School Boards Association, San Mateo County Transit District, San Mateo County League of Women Voters, San Mateo County Medical Association, Kaiser Permanente, and Sustainable San Mateo County collaborated on the event.

PROSPERITY

Maintain the Competitive Edge in Global Economy



San Mateo County is committed to improving the ability of our students and workforce to compete in a fiercely competitive global economy. With that goal at the forefront, leaders in from the education, business, health and labor communities will come together in fall 2007 to plan strategies to ensure children can succeed in the global economy with an ever-expanding array of opportunities and our leading-edge industries can continue to thrive.

Next Steps: Shared Vision 2025

Shared Vision 2010 was initiated nearly eight years ago with the Board establishing the framework of people, place, prosperity and partnerships, conducting community forums which established 10 commitments and 25 goals. It is timely to prepare a comprehensive review and update of the Shared Vision 2010 plan. Collaborative Economics, a local consulting firm, has been retained to assist the Board in a "community visioning" process that will include five community forums to revise the commitments, goals and progress measures. An inclusive Shared Vision 2025 steering committee is being formed to guide the process and implementation.

Year in Review

Priority Projects

County Reorganization

In March 2006, consultants completed a comprehensive review of the County organization and recommended 79 areas for change and improvements that covered a variety of organization-wide and structural issues to improve public service. Over the past year, strategic actions have been undertaken to act on the recommendations. These include: staffing for the Board of Supervisors, County Manager/Clerk of the Board; and reorganizing Employee and Public Services; Public Works and Environmental Services. The final report found that the County of San Mateo performs well and the collaborative culture of County departments has worked effectively in public service delivery. Given the complexities of County government, the reorganization analysis indicated even better performance could be achieved with greater coordination of work units that are dealing with inter-related subjects.

Child Abuse Prevention/Promoting Safe and Stable Families Three-Year Plan Approved

The three-year plan consolidates funding requests to ensure greater efficiency and coordination and integration of prevention-related family support activities toward the goal of improving child and family well-being. The plan will ensure coordinated service delivery for parent education, mandated reporter training, school-based management, a parent participation preschool program and a parent "warm" line and augment mental health funding.



County First Sub-Region Approach to Regional Housing Needs

A recent change in state law allows a county and the cities within the county to form a "sub-region," a consortium to administer the state mandated Regional Housing Needs Allocation program. The County of San Mateo and the 20 cities in the County have come together to create a "sub-region," which increases local control.

Succession Planning

Baby-boomers now comprise 40 percent to 55 percent of the workforce and they are fast entering retirement age. The County's Succession Planning Task Force completed its report and recommendations in January 2007. An implementation and evaluation committee was formed in March to prioritize and begin implementation. Current year priorities include creating succession plans for retiring managers, preparing existing managers for executive level positions and meeting the annual target of 20 hours of training for all employees. A number of committees have also been formed to focus on other initiatives, including the expansion of mentoring programs, multi-media training, individual development plans and marketing to youth.

Management Reviews

The Performance Audit/Management Review initiative enhances program and department performance and increases efficiency. Undertaken through interdepartmental collaboration, the review teams conduct management reviews of departments or selected programs within a department to make recommendations for operational improvements, revenue generation and/or cost avoidance. These reviews also include an analysis of best practices and comparative benchmarking with other jurisdictions. The first management review completed this year of the newly established Housing Department found increased opportunities to use federal Housing and Urban Development funding, identified areas of duplication and recommended cross-training.

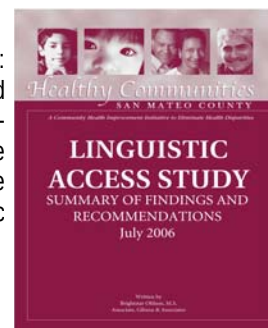
County Exhibit at the 2006 State Fair Wins Silver



San Mateo County took home a silver medal from the California Counties competition at the 2006 California State Fair. San Mateo County's exhibit also won the Superintendent's Award recognizing the best exhibits created exclusively with county participation. Reflecting the County's sesquicentennial celebration, the County's exhibit took nearly a million State Fair visitors on a tour of the County's heroes from the lumber and rail days of the Woodside Store to today's biotechnology industry leaders. Exhibit partners including the San Mateo County Farm Bureau, Convention and Visitors Bureau, San Mateo County Historical Association, Cañada College, Public Works and the County Manager's Office were able to spotlight our 'fresh as it gets!' local products by linking hospitality, farming and fishing sectors to the County's growing reputation as a culinary destination.

Linguistic Access Study

The Linguistic Access Study documents that more than 30 primary languages are spoken in San Mateo County: Spanish; Cantonese and Mandarin, Tagalog, Russian and Tongans. Overall, results show that the County and community programs have better capacity to provide linguistically appropriate services to Spanish- and Tagalog-speaking clients than to the other groups. The study also found that organizations addressing multiple languages face greater challenges than those focusing on the healthcare needs of single language group. The results also indicate the need to examine multiple factors simultaneously, such as social, economic and systemic barriers.



Asthma Treatment

The California Association of Public Hospitals and Health Systems awarded San Mateo Medical Center honors for its innovative approach in a pilot project to help youth manage their asthma. These diseases are especially difficult for children because they are expected to consistently monitor their symptoms and if necessary take medications to control or alleviate problems. In this first-of-its-kind application developed by BeWell Mobile Technology, youth enrolled in the pilot project enter information daily through a cell phone about their asthma symptoms in response to questions presented in English or Spanish. The software provides immediate feedback, indicating to the patient which risk zone they are in and the recommended course of treatment. The data is automatically sent to an asthma case manager at the Medical Center who can then call patients who need urgent attention. Chronic diseases such as asthma require patients to continually manage their care between doctor's visits.

Video Interpreter

The Health Care Interpreter Network, another San Mateo Medical Center project, has won an award for excellence by the California Association of Public Hospitals and Health Systems. The Network allows doctors and nurses to communicate with non-English speaking patients in their native language through a remote video interpreter. Using a video screen, staff can locate an interpreter in several languages in a matter of seconds. Language interpretation can now be provided almost anytime, anywhere within the San Mateo Medical Center system of care.

San Mateo County wins 2006 Environmental Achievement Award



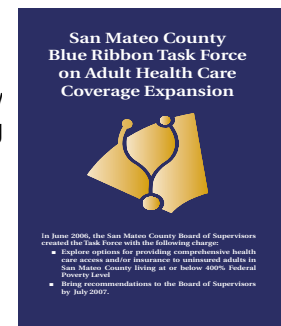
San Mateo County was selected as one of the U.S. Environmental Protection Agency's 2006 Environmental Achievement Award winners for the Green Dollhouse Project. The Green Dollhouse project was a collaborative effort to introduce and inspire the idea of green buildings to the public. The dollhouses demonstrate imaginative uses of green building principles: energy efficiency, water conservation, healthier building materials and other sustainable practices, which can be applied to all homes. Playful, artful, as well as practical, design professionals and design students created dollhouses, which can be seen at www.greendollhouse.org

San Mateo County Wins California's Highest Environmental Honor

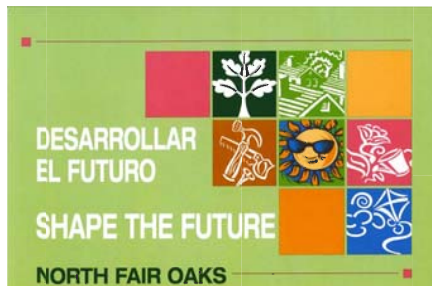
A San Mateo County program that teaches children how they can protect the environment in fun and creative ways received the state's highest environmental honor from Governor Arnold Schwarzenegger. The program, RecycleWorks, began as a tool to teach recycling and composting but has grown to include a Web site for children and numerous educational tools for students and teachers. The award was given for the innovative and collaborative work RecycleWorks has done over the years to educate children and families. For more information visit www.RecycleWorks.org

Blue Ribbon Task Force on Adult Health Care Coverage Expansion

A broad-based group of elected officials, policymakers, healthcare providers, leaders from community organizations, advocacy groups and representatives from local government have been tasked with strategizing solutions to provide health coverage for the estimated 44,000 uninsured in San Mateo County.



Imagine North Fair Oaks



San Mateo County hosted three community workshops to learn what matters most to those who care about North Fair Oaks, an unincorporated area home to several thousand residents and numerous businesses. Residents, business owners and property owners came together on February and March 2007 to shape the future of the community near Redwood City. The key issues affecting North Fair Oaks include housing affordability, inadequate park and recreation facilities, insufficient parking and the need to attract economic investment and development. The community will next set priorities and develop an action plan.

Butterflies Return to Edgewood Park



Rare bay checkerspot butterflies were released on April 5, 2007, in a nature preserve during a celebration marking a dramatic turnaround for a species that had been wiped out locally by an unlikely culprit. Conservationists hailed the butterfly release at Edgewood County Park and Natural Preserve as a breakthrough in understanding how the simple act of freeway driving can harm a fragile species. Research at Edgewood may lead to resurgence of threatened species elsewhere. The culprit at Edgewood is ammonia generated by catalytic converters – a technology that helps clean the air. But ammonia from vehicles on nearby Interstate 280 settles at the park and fertilizes nutrient-poor serpentine soil. The richer soils allows invasive Italian ryegrass to flourish and crowd out native plants and flowers necessary for the survival of the bay checkerspot. Edgewood County Park and Natural

Preserve is famous for magnificent displays of wildflowers each spring. The Park includes 467 acres of woodlands and grasslands.

San Mateo County Adolescent Report 2007 with Youth Commission's Policy Recommendations Adopted

A community health improvement initiative to eliminate health disparities, the San Mateo County Adolescent Report 2007 with the Youth Commission's Policy Recommendations provides a snapshot of the health of our adolescent population and includes policy recommendations to improve their health. It is intended to be used by providers, grant makers, policymakers and young people and their allies to identify areas where improvements can be made and to develop action plans. The five areas of need are: Youth-Police Relationships, Gang Violence Prevention, Self-Harm/Suicide Ideation, Sex Education, and Substance Abuse Education and Services.



Prenatal to Three Strategic Plan Approved



The Pre-3 Strategic Plan provides an action plan for integrated health services to expectant parents and families with children to age five, including enhanced efforts in the area of prevention and early intervention. The plan will be used to implement two components: the first deals with identifying a child abuse risk assessment instrument, developing protocols, piloting the instrument and implementing it with Family Health Services and partner community agencies; the second entails identifying best practices in service coordination and piloting these practices with 30 families.

Pandemic Influenza Plans Tested

More than 300 San Mateo County leaders met on May 4, 2007, to struggle with the uncertainty and chaos of an influenza pandemic in a drill that tested how well the community is prepared for a major health threat. The drill scenarios involved participants with reports of small clusters of human-to-human transmission abroad to a full-blown outbreak of pandemic influenza within San Mateo County. The intense four-hour drill brought together representatives from local government, law enforcement, the fire service, courts, the business community, health care, schools and community and faith-based organizations. The exercise was the most ambitious yet in San Mateo County's leading efforts to prepare for a potential pandemic. Pre-pandemic planning is vital because, unlike a normal flu season, a vaccine may not be available for many months or may not be widely available in a limited supply. For more information on pandemic influenza and San Mateo County's preparedness plans, go to www.smhealth.org/pandemicflu



SAN MATEO COUNTY
PLANNING • PREPARING • PREVAILING

STARS



Outcome Based Management (OBM) was initiated in 1999 to achieve the Board's vision for the community reflected in the community-set 10 commitments and 25 goals adopted in the Shared Vision 2010 report. A Performance Incentives Workgroup was formed in 2004 to strengthen the OBM process. That workgroup developed STARS, a recognition program for outstanding customer service or program performance. San Mateo County STARS encourages continuous departmental improvement by communicating successful programmatic and customer service strategies. STARS entries include some of the County's most noteworthy programs that significantly impact the efficiency and effectiveness of County government. Out of 18 compelling nominations, the first year recipients were the Call Center at the Department of Child Support Services; Medical Center Payment Processing Improvement Project initiated by the Treasurer-Tax Collector, Ron Robinson Senior Care Center, San Mateo Medical Center; and Camp Glenwood, Probation Department. Each award recipient is further recognized in the budget document as the STARS Award logo is located in their Department Overview section.

Photo Credits: Susie Altman, Board of Supervisors, Pete Smith, Environmental Health Services, Jack Yaco, County Manager's Office

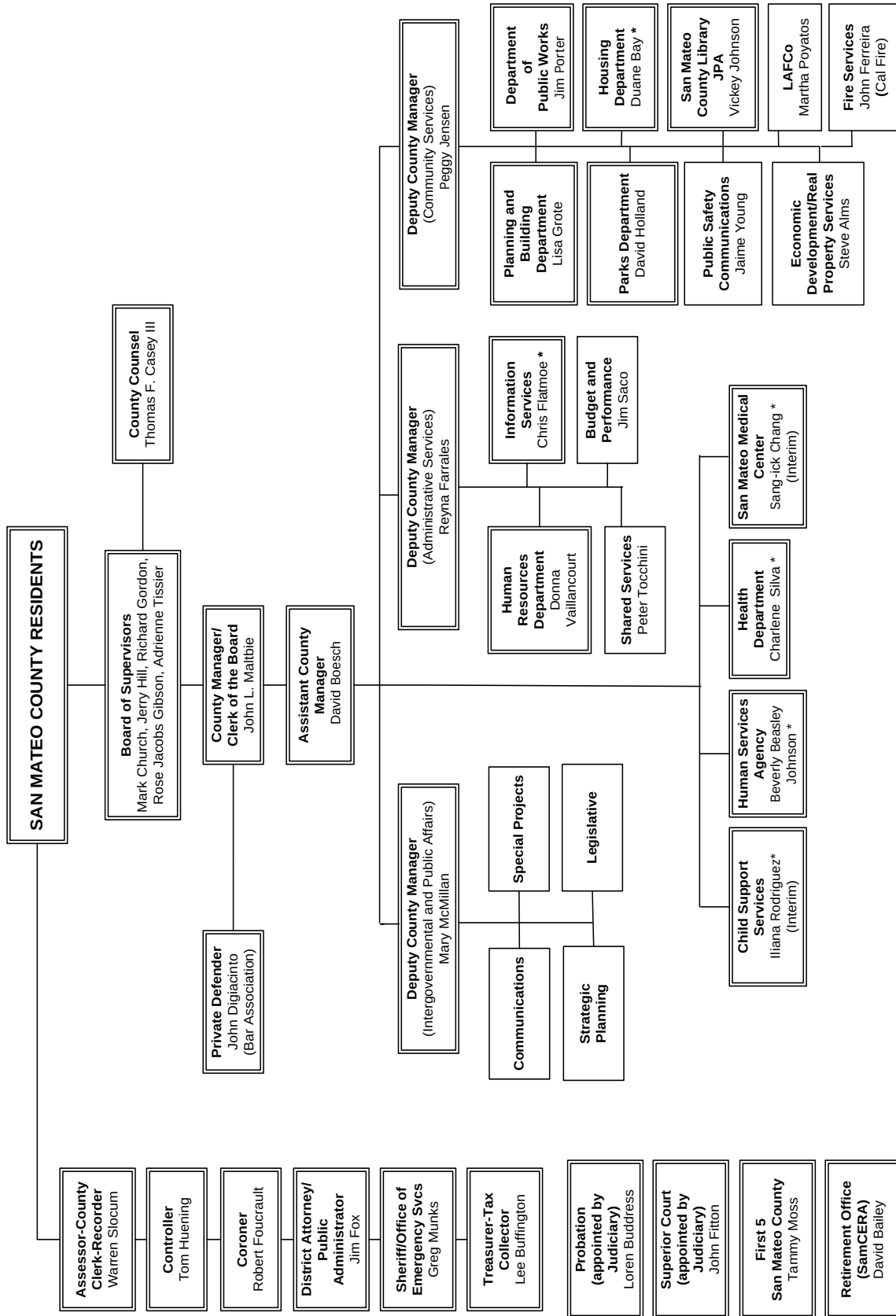
County Summaries



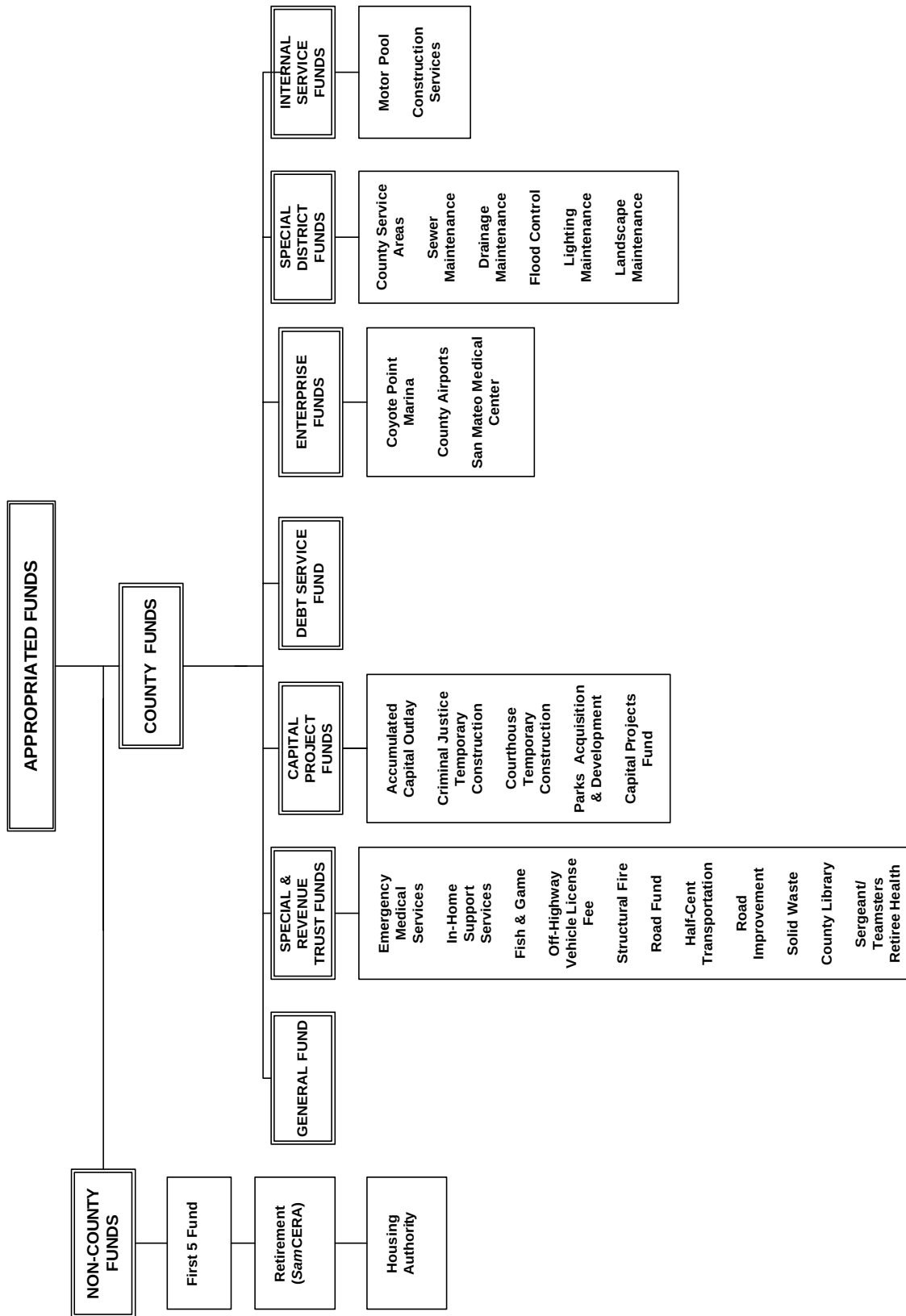
Recommended Budget
FY 2007-08
FY 2008-09



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.



COUNTY OF SAN MATEO FUND STRUCTURE



General Fund

The *General Fund* is used to account for all revenues and expenditures necessary to carry out basic governmental activities of the County that are not accounted for through other funds. For the County, the General Fund includes such activities as general government, public protection, public ways and facilities, health and sanitation, public assistance, education, and recreation services.

Special Revenue & Trust Funds

Special Revenue Funds are used to account for revenues that are restricted by law or administrative action and expenditures for specified purposes.

The *Emergency Medical Services Fund* was established under Senate Bill 12/612 to provide financial assistance for individuals. This fund is financed by a special assessment imposed on court fines, forfeitures and traffic school fees, and used to pay physicians for uncompensated emergency care and hospitals providing disproportionate emergency and trauma care.

The *IHSS Public Authority Fund* provides for consumer assistance in finding qualified In-Home Supportive Services (IHSS) personnel, and training of as well as support for providers and recipients of IHSS via the maintenance of a registry and referral system. This fund is primarily financed by state grants.

The *County Fire Protection Fund* provides for fire protection services to both cities and unincorporated areas in the County. Revenues are derived from property taxes on all parcels within the County's fire protection districts.

The *Road Fund* provides for planning, design, construction, maintenance, and administration of the County's transportation activities. Revenues primarily come from the County's share of state highway user taxes and federal grants.

The *County Half-Cent Transportation Fund* accounts for a ½ cent sales tax revenue approved by the voters of San Mateo County in 1988. This fund is restricted for transportation programs sponsored by other County departments and outside agencies.

The *Road Improvement Fund* accounts for mitigation fees imposed on building permits to finance road improvement in the County.

The *Solid Waste Fund* accounts for revenues from management and operation of solid waste facilities owned by the County as well as aids from federal, state and other local agencies. Revenues are primarily from licenses, permits, and franchise fees. Expenditures are specifically for resource conservation programs.

The *County Library Fund* is governed by the Board of the San Mateo Joint Powers Authority (JPA). The Board has twelve members, one representative from each of the eleven cities and one from the County Board of Supervisors. The JPA is primarily financed by property taxes and provides library services to eleven cities and all unincorporated areas of the County.

Other Special Revenue Funds include:

- *Fish and Game*
- *Off-Highway Vehicle License Fees*

Capital Project Funds

Capital Project Funds are used to account for financial resources to be used for the acquisition of land or acquisition and construction of major facilities other than those financed by the proprietary funds.

The *Parks Acquisition Fund* is used for the acquisition of land for the County Parks System and the development of County park facilities. Revenue in this fund originally came from a one-time sale of land at San Bruno Mountain. Current revenues come from grants and interest earnings.

The *Accumulated Capital Outlay Fund* accounts for appropriations for County capital improvement and facilities maintenance projects. Revenues are derived from selling the County real property and interest earnings.

The *Criminal Justice Construction Fund* was established to support construction, rehabilitation, lease and financing courtrooms. For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment is added to the fines and placed into this fund. A penalty assessment \$1.50 is put into this fund for every parking offense paid. The County's Probation Department also deposits \$1.00 into this fund for every \$10.00 in fines collected pursuant to Government Code 76004.

The *Courthouse Construction Fund* was established to finance construction, reconstruction, expansion, improvements, operation, or maintenance of criminal justice facilities. Sources of revenue for this fund are identical to the Criminal Facility Construction Fund above.

The *Capital Projects Fund* was established to centrally budget other capital improvement projects in the County.

Debt Service Fund

Debt Service Fund is used to account for accumulation of resources for, and payment of, principal and interest on the County's general long-term debt. The Fund was established to centrally budget all County debt service payments. Amounts are transferred into this fund from the various funding sources before payments are made.

Enterprise Funds

Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is to have the costs of providing goods or services (including depreciation and amortization) to the general public be financed primarily through user charges on a continuing basis; or where the County has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

The *San Mateo Medical Center (SMMC) Fund* accounts for the hospital and clinical services provided to county residents. SMMC's revenues are principally fees for patient services, payments from Federal and State programs such as Medicare, Medi-Cal, interfund revenue, realignment revenues and subsidies from the General Fund.

The *Housing Authority Fund* accounts for the Housing Authority programs primarily funded by contributions from HUD and tenants.

The *Airports Fund* was established to provide for operations and maintenance of the San Carlos and Half Moon Bay aviation facilities. Revenues are derived from facility rental and federal aid.

The *Coyote Point Marina Fund* provides and maintains a fully utilized recreational facility for the boating public. Revenues arise from berth and facility rentals as well as interest earnings.

Special District Funds

Special District Funds are used to account for property tax revenues and user fees restricted by law to only support specified government services to the districts from which tax revenues and fees are derived.

The *County Service Area Fund* accounts for special district funds that provide refuse disposal, water, and lighting maintenance services to specific areas in the County. Revenues are derived from user charges and property taxes.

The *Sewer and Sanitation Fund* accounts for special district funds that support construction and maintenance of reliable sanitary sewer systems, providing sensitive sewage treatment and disposal to sewer and sanitary districts within the County. Revenues are derived from user charges and property taxes.

The *Flood Control Zone Fund* accounts for special district funds that support various flood control projects within the flood control districts. This fund is financed through property taxes, certificates of participation, and state and federal grants.

The *Lighting Districts Fund* accounts for special district funds that enhance the safety of residents and businesses by providing adequate lighting systems to street lighting districts within the County. Property taxes are the primary source of revenue.

Other Special District Funds include:

- *Highlands Landscape Maintenance District Fund*
- *Drainage Districts Fund*

Internal Service Funds

Internal Service Funds are used to account for the financing of goods and services provided by one department to other departments on a cost reimbursement basis.

The *Fleet Maintenance Fund* provides vehicle and equipment acquisition, replacement, maintenance, repair, and fuel services to all County agencies. Full service repair facilities are operated in Belmont and Redwood City.

The *Tower Road Construction Fund* provides quality, cost-effective maintenance, repair and renovation of County facilities to ensure a safe, accessible, efficient and attractive environment for the public and all County employees. This unit also offers remodeling and craft services beyond the scope of building maintenance to County and other government agencies; as well as capital project management, support and maintenance services to the lighting districts on a fee for service basis.

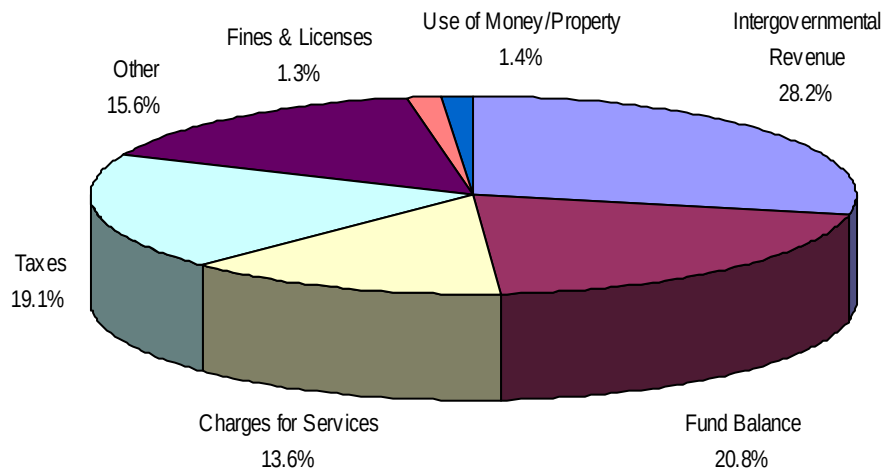
Non-County Funds

The *San Mateo County Employees' Retirement Association (SamCERA) Pension Fund*, under the control of the Board of Retirement, accumulates contributions from the County, its employees, and other participating employers, as well as earnings from investments. Disbursements are made for administrative expenses as well as retirement, disability, and death benefits based on a defined benefit formula. This Fund includes all assets of the San Mateo County Employees' Retirement Association. All assets of SamCERA are held in this fund.

The *First 5 San Mateo County (First 5) Fund* was established in March 1999 under the authority of the California Children and Families First Act of 1998 and is used to administer receipts and disbursements of California Children and Families First 5 allocations and appropriations, including administrative and overhead costs of the Commission and staff.

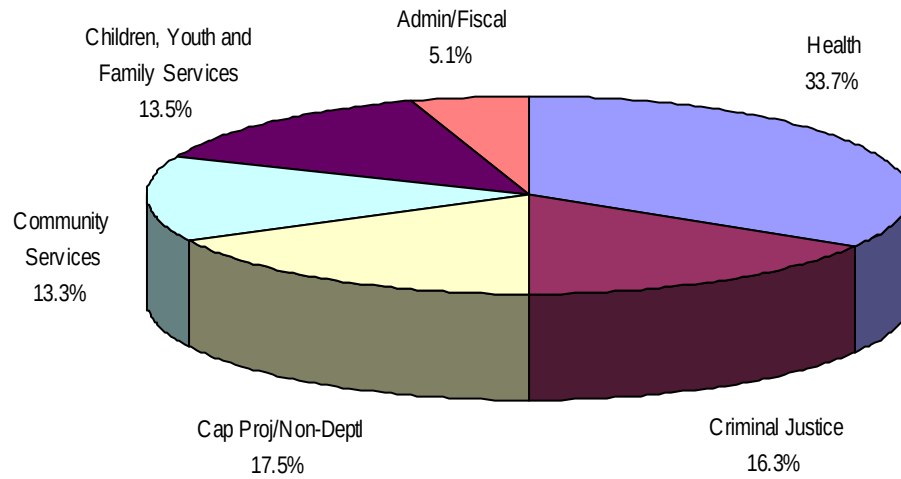
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing Authority is a separate legal entity under state law administered by the Board of Supervisors as the Housing Authority Board of Commissioners.

**All County Funds
FY 2007-08 Recommended Sources**



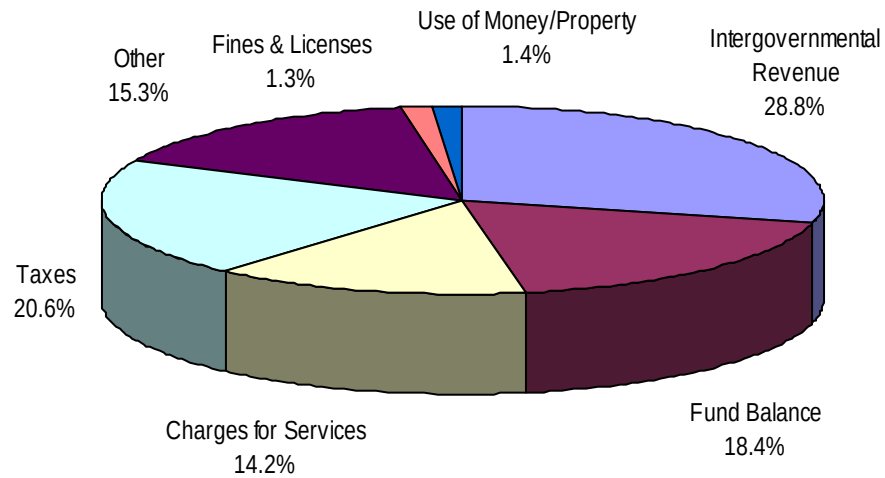
Sources of Funds	Recommended FY 2007-08	Percent of Total
Taxes	315,402,621	19.14%
Licenses, Permits and Franchises	11,563,374	0.70%
Fines, Forfeitures and Penalties	9,848,800	0.60%
Use of Money and Property	22,501,558	1.37%
Intergovernmental Revenues	464,568,027	28.19%
Charges for Services	224,303,257	13.61%
Interfund Revenue	107,585,974	6.53%
Miscellaneous Revenue	41,303,424	2.51%
Other Financing Sources	107,829,162	6.54%
Fund Balance	343,189,281	20.82%
TOTAL SOURCES	1,648,095,478	100.00%

**All County Funds
FY 2007-08 Recommended Requirements**



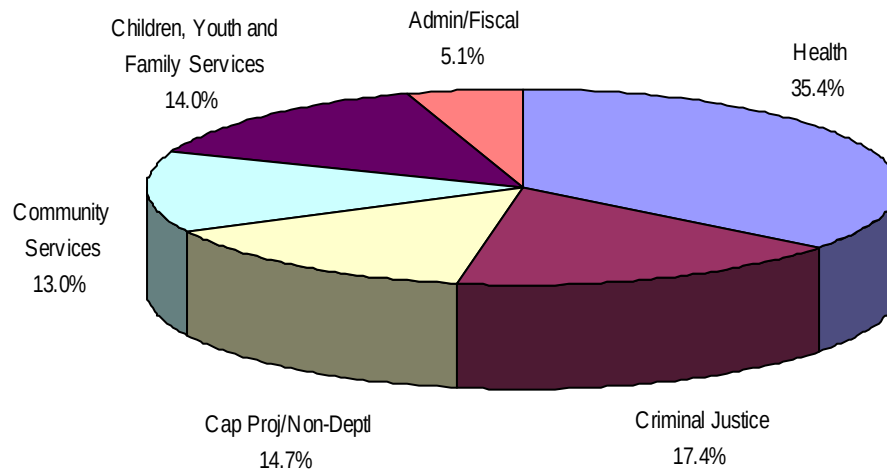
Use of Funds	Recommended FY 2007-08	Percent of Total
Administration and Fiscal	83,402,583	5.06%
Criminal Justice	268,111,431	16.27%
Community Services	229,539,704	13.93%
Health	556,053,610	33.74%
Children, Youth and Family Services	222,659,974	13.51%
Capital Projects/Non-Deptl.	288,328,176	17.49%
TOTAL SOURCES	1,648,095,478	100.00%

**All County Funds
FY 2008-09 Recommended Sources**



Source of Funds	Recommended FY 2008-09	Percent of Total
Taxes	328,886,024	20.63%
Licenses, Permits and Franchises	11,475,115	0.72%
Fines, Forfeitures and Penalties	9,887,106	0.62%
Use of Money and Property	22,675,638	1.42%
Intergovernmental Revenues	458,472,564	28.76%
Charges for Services	226,862,192	14.23%
Interfund Revenue	108,859,447	6.83%
Miscellaneous Revenue	39,676,521	2.49%
Other Financing Sources	94,695,993	5.94%
Fund Balance	292,815,908	18.37%
TOTAL SOURCES	1,594,306,508	100.00%

**All County Funds
FY 2008-09 Recommended Requirements**



Use of Funds	Recommended FY 2008-09	Percent of Total
Administration and Fiscal	81,295,640	5.10%
Criminal Justice	276,625,663	17.35%
Community Services	215,378,804	13.51%
Health	564,747,167	35.42%
Children, Youth and Family Services	222,603,010	13.96%
Capital Projects/Non-Deptl.	233,656,224	14.66%
TOTAL SOURCES	1,594,306,508	100.00%

County of San Mateo
Total Requirements - ALL FUNDS

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
TOTAL REQUIREMENTS						
Administration and Fiscal	67,509,900	70,794,664	95,964,751	83,402,583	(12,562,168)	81,295,640
Criminal Justice Agency	220,496,094	228,881,585	260,016,039	268,111,431	8,095,392	276,625,663
Community Services	57,339,850	60,506,372	69,556,855	72,576,915	3,020,060	73,714,238
Health	235,084,459	241,413,584	283,353,524	301,149,543	17,796,019	304,758,462
Children, Youth and Family Services	171,213,197	181,947,554	212,612,487	222,659,974	10,047,487	222,603,010
Non-Departmental Services	122,505,329	208,377,243	257,413,874	204,157,703	(53,256,171)	163,487,793
Subtotal General Fund	874,148,828	991,921,003	1,178,917,530	1,152,058,149	(26,859,381)	1,122,484,806
Medical Center Enterprise Fund	188,413,418	197,907,399	223,473,363	235,725,958	12,252,595	240,402,831
Coyote Point Marina Operating Fund	2,468,825	2,690,510	2,440,594	3,457,857	1,017,263	2,250,418
County Airports Fund	5,029,177	4,730,163	8,475,706	13,653,294	5,177,588	4,393,241
Special Revenue and Trust Funds	90,970,929	91,551,639	90,000,014	89,161,032	(838,982)	86,637,419
Capital Projects Funds	20,816,579	21,390,311	43,695,685	47,572,421	3,876,736	30,410,978
Debt Service Fund	45,763,800	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946
Special Districts Funds	48,830,073	46,606,200	41,425,638	43,070,787	1,645,149	40,953,671
Internal Service Funds	15,909,336	16,847,158	17,072,692	17,680,435	607,743	17,898,198
Total Non-General Fund	418,202,139	423,191,578	468,204,873	496,037,329	27,832,456	471,821,702
Total Requirements - All Funds	1,292,350,967	1,415,112,581	1,647,122,403	1,648,095,478	973,075	1,594,306,508
Total Sources - All Funds	1,406,938,111	1,545,025,057	1,647,122,403	1,648,095,478	973,075	1,594,306,508
AUTHORIZED POSITIONS						
Salary Resolution	5,285.0	5,547.0	5,717.0	5,777.0	60.0	5,786.0
Funded FTE	5,048.8	5,247.8	5,450.5	5,553.2	102.7	5,562.2

County of San Mateo
ALL FUNDS

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	289,918,590	330,358,962	298,593,543	315,402,621	16,809,078	328,886,024
Licenses, Permits and Franchises	11,668,374	12,785,168	11,345,823	11,563,374	217,551	11,475,115
Fines, Forfeitures and Penalties	8,400,216	8,890,100	8,674,695	9,848,800	1,174,105	9,887,106
Use of Money and Property	17,053,319	19,316,515	15,296,136	22,501,558	7,205,422	22,675,638
Intergovernmental Revenues	409,258,490	443,086,849	448,709,325	464,568,027	15,858,702	458,472,564
Charges for Services	193,852,608	188,003,103	229,874,859	224,303,257	(5,571,602)	226,862,192
Interfund Revenue	71,035,730	80,572,183	101,867,179	107,585,974	5,718,795	108,859,447
Miscellaneous Revenue	37,211,274	42,689,574	37,865,664	41,303,424	3,437,760	39,676,521
Other Financing Sources	78,283,157	64,444,726	92,292,012	107,829,162	15,537,150	94,695,993
Total Revenue	1,116,681,756	1,190,147,180	1,244,519,236	1,304,906,197	60,386,961	1,301,490,600
Fund Balance	290,256,355	354,877,878	402,603,167	343,189,281	(59,413,886)	292,815,908
TOTAL SOURCES	1,406,938,111	1,545,025,057	1,647,122,403	1,648,095,478	973,075	1,594,306,508
REQUIREMENTS						
Salaries and Benefits	516,608,915	545,157,531	629,809,526	672,874,333	43,064,807	697,724,523
Services and Supplies	295,634,769	334,950,022	393,755,235	403,165,487	9,410,252	387,722,099
Other Charges	242,047,693	249,304,727	282,118,902	298,068,665	15,949,763	300,614,183
Fixed Assets	24,401,541	18,417,757	67,995,844	65,862,426	(2,133,418)	34,000,852
Other Financing Uses	73,679,979	100,215,550	139,819,772	103,297,513	(36,522,259)	94,113,952
Gross Appropriations	1,152,372,897	1,248,045,587	1,513,499,279	1,543,268,424	29,769,145	1,514,175,609
Intrafund Transfers	(101,402,277)	(118,760,381)	(137,647,550)	(157,588,329)	(19,940,779)	(152,398,010)
Net Appropriations	1,050,970,620	1,129,285,206	1,375,851,729	1,385,680,095	9,828,366	1,361,777,599
Contingencies/Dept Reserves	241,380,347	285,827,376	271,270,674	262,415,383	(8,855,291)	232,528,909
TOTAL REQUIREMENTS	1,292,350,967	1,415,112,581	1,647,122,403	1,648,095,478	973,075	1,594,306,508
AUTHORIZED POSITIONS						
Salary Resolution	5,285.0	5,547.0	5,717.0	5,777.0	60.0	5,786.0
Funded FTE	5,048.8	5,247.8	5,450.5	5,553.2	102.7	5,562.2

County of San Mateo
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	264,547,187	303,776,588	273,137,267	288,021,972	14,884,705	301,369,412
Licenses, Permits and Franchises	5,897,507	7,008,611	5,877,719	6,318,912	441,193	6,357,942
Fines, Forfeitures and Penalties	7,285,552	7,768,625	7,514,195	7,974,919	460,724	8,013,225
Use of Money and Property	12,420,931	13,828,295	11,552,944	18,265,423	6,712,479	18,599,704
Intergovernmental Revenues	348,163,423	366,384,216	397,203,223	391,679,571	(5,523,652)	393,071,137
Charges for Services	82,213,840	80,641,428	84,919,980	91,052,056	6,132,076	91,628,067
Interfund Revenue	54,555,133	56,606,472	68,218,320	67,331,088	(887,232)	68,077,365
Miscellaneous Revenue	26,600,895	35,044,594	26,140,595	28,327,131	2,186,536	28,134,117
Other Financing Sources	430,986	505,918	500,118	713,138	213,020	713,138
Total Revenue	802,115,455	871,564,747	875,064,361	899,684,210	24,619,849	915,964,107
Fund Balance	186,589,758	250,233,357	303,853,169	252,373,939	(51,479,230)	206,520,699
TOTAL SOURCES	988,705,213	1,121,798,104	1,178,917,530	1,152,058,149	(26,859,381)	1,122,484,806
REQUIREMENTS						
Salaries and Benefits	389,340,457	409,078,637	474,276,435	508,509,162	34,232,727	527,626,246
Services and Supplies	201,941,152	234,945,114	278,821,920	285,230,140	6,408,220	272,425,010
Other Charges	185,947,358	192,093,475	215,436,699	224,059,267	8,622,568	223,667,278
Fixed Assets	3,134,664	4,668,975	20,364,463	5,070,897	(15,293,566)	1,474,897
Other Financing Uses	56,204,243	81,395,253	117,562,146	85,451,899	(32,110,247)	77,541,575
Gross Appropriations	836,567,875	922,181,454	1,106,461,663	1,108,321,365	1,859,702	1,102,735,006
Intrafund Transfers	(100,325,861)	(117,337,830)	(125,220,483)	(144,906,353)	(19,685,870)	(140,364,327)
Net Appropriations	736,242,014	804,843,625	981,241,180	963,415,012	(17,826,168)	962,370,679
Contingencies/Dept Reserves	137,906,814	187,077,378	197,676,350	188,643,137	(9,033,213)	160,114,127
TOTAL REQUIREMENTS	874,148,828	991,921,003	1,178,917,530	1,152,058,149	(26,859,381)	1,122,484,806
NET COUNTY COST	(114,556,384)	(129,877,102)				
AUTHORIZED POSITIONS						
Salary Resolution	3,786.0	3,957.0	4,119.0	4,186.0	67.0	4,195.0
Funded FTE	3,688.8	3,831.5	4,009.1	4,108.9	99.8	4,117.9

Administration and Fiscal General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Use of Money and Property	259,090	280,361	259,060	263,926	4,866	263,926
Intergovernmental Revenues	2,384,755	2,600,755	9,112,492		(9,112,492)	
Charges for Services	22,321,249	21,206,218	19,243,936	20,366,156	1,122,220	20,111,691
Interfund Revenue	14,137,119	15,457,491	19,833,892	17,604,229	(2,229,663)	17,697,439
Miscellaneous Revenue	384,260	470,609	109,000	140,000	31,000	140,000
Other Financing Sources	2,897	101,467	118,323	117,823	(500)	117,823
Total Revenue	39,498,909	40,126,295	48,680,353	38,495,784	(10,184,569)	38,334,529
Fund Balance	12,448,259	14,014,301	19,717,561	14,428,417	(5,289,144)	11,005,093
TOTAL SOURCES	51,947,168	54,140,596	68,397,914	52,924,201	(15,473,713)	49,339,622
REQUIREMENTS						
Salaries and Benefits	52,343,463	53,953,386	62,451,820	68,240,663	5,788,843	70,013,341
Services and Supplies	26,906,817	31,416,777	36,739,079	37,120,678	381,599	30,965,077
Other Charges	7,322,050	7,876,643	8,382,816	8,584,452	201,636	8,373,527
Fixed Assets	1,738,413	2,284,794	13,461,370	2,888,000	(10,573,370)	500,000
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
Gross Appropriations	88,597,822	95,817,388	121,359,085	117,157,793	(4,201,292)	110,175,945
Intrafund Transfers	(29,375,410)	(37,841,396)	(35,077,217)	(41,528,904)	(6,451,687)	(37,107,499)
Net Appropriations	59,222,412	57,975,992	86,281,868	75,628,889	(10,652,979)	73,068,446
Contingencies/Dept Reserves	8,287,488	12,818,672	9,682,883	7,773,694	(1,909,189)	8,227,194
TOTAL REQUIREMENTS	67,509,900	70,794,664	95,964,751	83,402,583	(12,562,168)	81,295,640
NET COUNTY COST	15,562,733	16,654,068	27,566,837	30,478,382	2,911,545	31,956,018
AUTHORIZED POSITIONS						
Salary Resolution	509.0	507.0	534.0	542.0	8.0	542.0
Funded FTE	496.7	491.2	520.3	532.6	12.4	532.6

Criminal Justice Agency General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	22,152	22,039	13,850	12,900	(950)	12,900
Fines, Forfeitures and Penalties	6,865,396	7,262,250	6,812,254	7,009,644	197,390	7,009,644
Use of Money and Property	116,724	110,178	71,175	65,000	(6,175)	65,000
Intergovernmental Revenues	81,166,154	80,930,231	87,138,173	83,682,447	(3,455,726)	83,710,208
Charges for Services	15,384,568	13,639,482	13,856,364	14,407,423	551,059	14,451,757
Interfund Revenue	10,444,526	10,653,558	12,254,727	13,287,086	1,032,359	13,287,180
Miscellaneous Revenue	924,720	923,271	490,700	1,388,700	898,000	1,388,700
Other Financing Sources	230,000	230,000	230,000	483,520	253,520	483,520
Total Revenue	115,154,240	113,771,007	120,867,243	120,336,720	(530,523)	120,408,909
Fund Balance	12,605,028	10,773,867	11,515,303	10,408,224	(1,107,079)	10,445,724
TOTAL SOURCES	127,759,268	124,544,874	132,382,546	130,744,944	(1,637,602)	130,854,633
REQUIREMENTS						
Salaries and Benefits	144,928,501	151,570,375	169,678,759	177,854,935	8,176,176	185,672,173
Services and Supplies	29,298,149	34,760,627	42,837,904	41,393,223	(1,444,681)	42,039,454
Other Charges	44,407,329	44,223,614	48,482,967	53,644,082	5,161,115	53,662,240
Fixed Assets	815,982	1,628,566	2,325,328	926,897	(1,398,431)	851,897
Other Financing Uses	906,778	903,851	905,321	906,084	763	905,874
Gross Appropriations	220,356,738	233,087,033	264,230,279	274,725,221	10,494,942	283,131,638
Intrafund Transfers	(4,897,013)	(7,847,830)	(8,415,603)	(10,021,099)	(1,605,496)	(10,025,784)
Net Appropriations	215,459,725	225,239,203	255,814,676	264,704,122	8,889,446	273,105,854
Contingencies/Dept Reserves	5,036,369	3,642,382	4,201,363	3,407,309	(794,054)	3,519,809
TOTAL REQUIREMENTS	220,496,094	228,881,585	260,016,039	268,111,431	8,095,392	276,625,663
NET COUNTY COST	93,487,902	104,927,134	161,727,488	174,943,638	13,216,150	185,040,983
AUTHORIZED POSITIONS						
Salary Resolution	1,155.0	1,221.0	1,235.0	1,246.0	11.0	1,255.0
Funded FTE	1,131.1	1,189.7	1,219.4	1,232.5	13.2	1,241.5

Community Services
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	3,808,504	4,830,887	3,622,595	3,860,741	238,146	3,860,741
Fines, Forfeitures and Penalties	61,445	51,525	46,000	26,000	(20,000)	26,000
Use of Money and Property	672,819	551,228	910,878	866,082	(44,796)	871,082
Intergovernmental Revenues	9,568,617	9,060,138	11,719,053	11,746,657	27,604	11,857,193
Charges for Services	6,995,219	6,665,468	7,290,748	7,335,250	44,502	7,337,250
Interfund Revenue	23,850,414	22,351,074	24,612,882	26,274,841	1,661,959	26,878,958
Miscellaneous Revenue	3,940,722	5,767,675	4,931,438	4,503,612	(427,826)	4,313,017
Other Financing Sources	51,993	35,000	35,000	35,000		35,000
Total Revenue	48,949,734	49,312,996	53,168,594	54,648,183	1,479,589	55,179,241
Fund Balance	3,548,548	5,465,459	5,652,081	7,202,663	1,550,582	7,273,591
TOTAL SOURCES	52,498,282	54,778,455	58,820,675	61,850,846	3,030,171	62,452,832
REQUIREMENTS						
Salaries and Benefits	33,628,281	33,937,610	39,099,118	41,672,932	2,573,814	43,255,067
Services and Supplies	20,503,505	24,306,169	26,845,683	26,957,576	111,893	27,137,379
Other Charges	24,087,855	25,430,770	26,946,323	30,626,274	3,679,951	30,762,416
Fixed Assets	268,122	70,476	531,000	139,000	(392,000)	78,000
Other Financing Uses	3,910,583	3,682,955	4,697,071	9,095,315	4,398,244	9,045,315
Gross Appropriations	82,398,346	87,427,979	98,119,195	108,491,097	10,371,902	110,278,177
Intrafund Transfers	(28,290,104)	(29,597,400)	(33,191,357)	(41,577,228)	(8,385,871)	(42,063,626)
Net Appropriations	54,108,242	57,830,579	64,927,838	66,913,869	1,986,031	68,214,551
Contingencies/Dept Reserves	3,231,608	2,675,793	4,629,017	5,663,046	1,034,029	5,499,687
TOTAL REQUIREMENTS	57,339,850	60,506,372	69,556,855	72,576,915	3,020,060	73,714,238
NET COUNTY COST	4,841,570	5,727,923	10,736,180	10,726,069	(10,111)	11,261,406
AUTHORIZED POSITIONS						
Salary Resolution	351.0	361.0	366.0	369.0	3.0	369.0
Funded FTE	345.8	355.2	364.4	366.3	1.9	366.3

Health General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	1,699,839	1,767,595	1,887,624	2,009,461	121,837	2,048,491
Fines, Forfeitures and Penalties	358,710	454,850	655,941	939,275	283,334	977,581
Use of Money and Property	343,585	389,227	575,000	575,000		575,000
Intergovernmental Revenues	105,903,133	105,165,302	112,615,545	113,787,329	1,171,784	113,876,344
Charges for Services	36,155,947	37,427,140	42,232,650	46,606,565	4,373,915	47,390,707
Interfund Revenue	1,083,410	1,185,250	1,166,224	1,199,986	33,762	1,199,986
Miscellaneous Revenue	16,964,561	16,342,028	17,467,561	19,313,425	1,845,864	19,311,006
Other Financing Sources	146,096	139,451	116,795	76,795	(40,000)	76,795
Total Revenue	162,655,281	162,870,843	176,717,340	184,507,836	7,790,496	185,455,910
Fund Balance	9,408,136	11,959,499	15,905,375	15,217,646	(687,729)	15,217,646
TOTAL SOURCES	172,063,417	174,830,342	192,622,715	199,725,482	7,102,767	200,673,556
REQUIREMENTS						
Salaries and Benefits	83,805,304	89,470,426	105,841,202	114,925,273	9,084,071	118,969,582
Services and Supplies	84,460,811	90,118,954	106,710,746	102,632,778	(4,077,968)	102,958,592
Other Charges	34,071,629	33,790,607	32,154,622	37,416,969	5,262,347	37,357,228
Fixed Assets	159,928	414,247	465,765	125,000	(340,765)	45,000
Other Financing Uses	43,332,857	39,867,484	50,353,255	58,376,251	8,022,996	58,176,251
Gross Appropriations	245,830,529	253,661,718	295,525,590	313,476,271	17,950,681	317,506,653
Intrafund Transfers	(17,610,126)	(21,234,389)	(23,622,940)	(23,871,703)	(248,763)	(24,164,253)
Net Appropriations	228,220,404	232,427,328	271,902,650	289,604,568	17,701,918	293,342,400
Contingencies/Dept Reserves	6,864,055	8,986,256	11,450,874	11,544,975	94,101	11,416,062
TOTAL REQUIREMENTS	235,084,459	241,413,584	283,353,524	301,149,543	17,796,019	304,758,462
NET COUNTY COST	63,021,042	66,583,242	90,730,809	101,424,061	10,693,252	104,084,906
AUTHORIZED POSITIONS						
Salary Resolution	921.0	965.0	1,036.0	1,056.0	20.0	1,056.0
Funded FTE	871.7	908.0	974.8	1,010.1	35.3	1,010.1

Children, Youth and Family Services
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

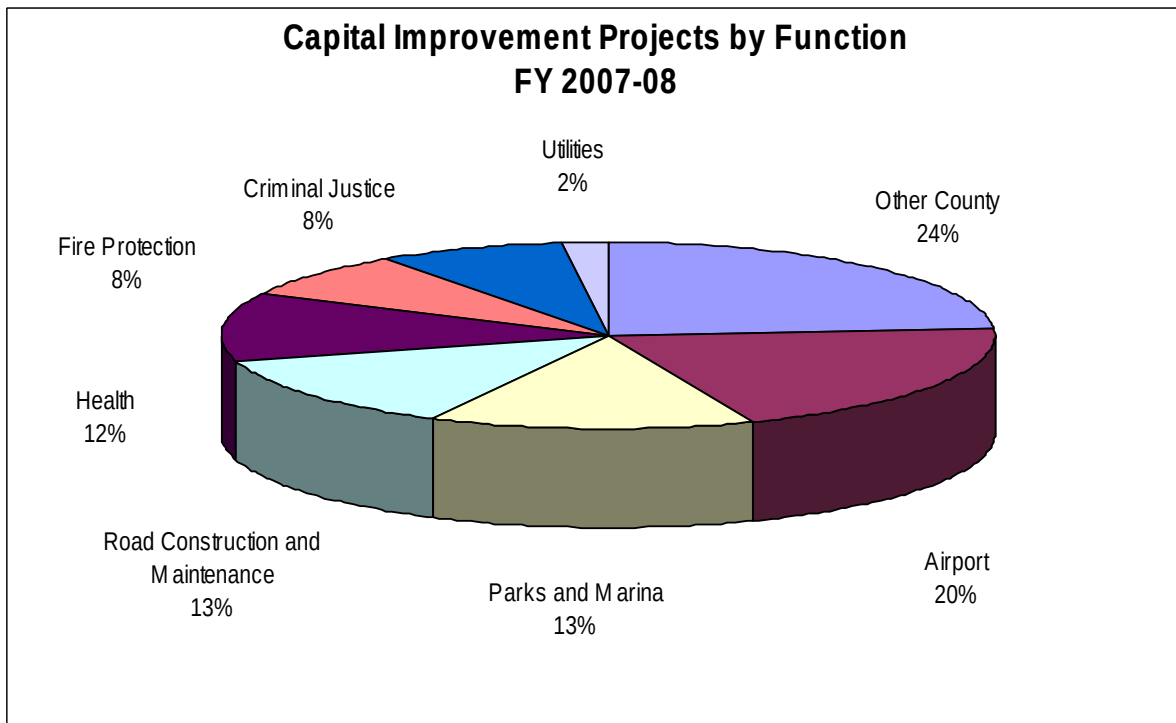
	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property		27,828	28,587	31,372	2,785	31,372
Intergovernmental Revenues	143,892,789	150,457,073	174,353,261	180,175,803	5,822,542	181,313,253
Charges for Services	1,356,590	1,703,038	2,296,282	2,336,662	40,380	2,336,662
Interfund Revenue	43,210	38,887	68,645		(68,645)	
Miscellaneous Revenue	3,721,986	3,238,571	2,991,896	2,681,394	(310,502)	2,681,394
Total Revenue	149,014,575	155,465,397	179,738,671	185,225,231	5,486,560	186,362,681
Fund Balance	6,166,477	7,435,341	6,732,355	8,106,433	1,374,078	5,292,773
TOTAL SOURCES	155,181,052	162,900,738	186,471,026	193,331,664	6,860,638	191,655,454
REQUIREMENTS						
Salaries and Benefits	74,623,078	80,146,841	92,205,536	99,235,359	7,029,823	102,833,683
Services and Supplies	36,079,106	41,765,045	51,475,434	58,733,239	7,257,805	55,441,320
Other Charges	75,766,483	75,466,636	87,990,392	85,593,030	(2,397,362)	85,317,407
Fixed Assets	152,218	185,776	506,000	992,000	486,000	
Other Financing Uses	293,196	285,605	311,738	311,559	(179)	311,559
Gross Appropriations	186,914,082	197,849,902	232,489,100	244,865,187	12,376,087	243,903,969
Intrafund Transfers	(19,787,618)	(20,232,654)	(24,503,933)	(27,497,986)	(2,994,053)	(26,593,732)
Net Appropriations	167,126,464	177,617,248	207,985,167	217,367,201	9,382,034	217,310,237
Contingencies/Dept Reserves	4,086,733	4,330,306	4,627,320	5,292,773	665,453	5,292,773
TOTAL REQUIREMENTS	171,213,197	181,947,554	212,612,487	222,659,974	10,047,487	222,603,010
NET COUNTY COST	16,032,145	19,046,815	26,141,461	29,328,310	3,186,849	30,947,556
AUTHORIZED POSITIONS						
Salary Resolution	850.0	903.0	948.0	973.0	25.0	973.0
Funded FTE	843.5	887.4	930.3	967.4	37.1	967.4

Non-Departmental Services General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	264,547,187	303,776,554	273,137,267	288,021,972	14,884,705	301,369,412
Licenses, Permits and Franchises	357,472	378,730	350,000	432,160	82,160	432,160
Use of Money and Property	11,028,714	12,469,473	9,708,244	16,464,043	6,755,799	16,793,324
Intergovernmental Revenues	5,247,977	18,170,718	2,264,699	2,287,335	22,636	2,314,139
Charges for Services	267	82				
Interfund Revenue	4,996,454	6,920,212	10,281,950	8,964,946	(1,317,004)	9,013,802
Miscellaneous Revenue	664,645	8,302,440	150,000	300,000	150,000	300,000
Total Revenue	286,842,716	350,018,210	295,892,160	316,470,456	20,578,296	330,222,837
Fund Balance	142,413,310	200,584,890	244,330,494	197,010,556	(47,319,938)	157,285,872
TOTAL SOURCES	429,256,026	550,603,100	540,222,654	513,481,012	(26,741,642)	487,508,709
REQUIREMENTS						
Salaries and Benefits	11,830		5,000,000	6,580,000	1,580,000	6,882,400
Services and Supplies	4,692,764	12,577,542	14,213,074	18,392,646	4,179,572	13,883,188
Other Charges	292,012	5,305,206	11,479,579	8,194,460	(3,285,119)	8,194,460
Fixed Assets		85,117	3,075,000		(3,075,000)	
Other Financing Uses	7,473,751	36,369,570	60,970,761	16,438,690	(44,532,071)	8,778,576
Gross Appropriations	12,470,358	54,337,434	94,738,414	49,605,796	(45,132,618)	37,738,624
Intrafund Transfers	(365,590)	(584,160)	(409,433)	(409,433)		(409,433)
Net Appropriations	12,104,768	53,753,274	94,328,981	49,196,363	(45,132,618)	37,329,191
Contingencies/Dept Reserves	110,400,561	154,623,969	163,084,893	154,961,340	(8,123,553)	126,158,602
TOTAL REQUIREMENTS	122,505,329	208,377,243	257,413,874	204,157,703	(53,256,171)	163,487,793
NET COUNTY COST	(306,781,460)	(342,261,237)	(282,808,780)	(309,323,309)	(26,514,529)	(324,020,916)

Capital Projects Summary All Funds



Capital Improvement Projects Budget for FY 2007-08 and FY 2008-09	FY 2007-08	FY 2008-09
Road Construction and Maintenance Projects (pages 3-126 to 3-129)		
Slurry/chip seal various roads (Road Fund)	1,460,000	590,900
Major Construction Projects (Road Fund)	3,059,048	4,068,066
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	1,765,000	1,765,000
Utilities Projects (pages 3-148 to 3-155)		
Sewer Maintenance/Sanitation Projects	479,000	0
Flood Control Projects	500,000	500,000
Airport Improvement Projects (pages 3-156 to 3-161)	9,585,914	0
Capital Projects Fund (pages 6-21 to 6-30)		
Criminal Justice Projects	3,634,045	1,817,023
Health Projects	5,768,793	2,884,397
Parks and Marina Projects	6,426,835	3,213,418
Fire Protection Projects	3,739,210	1,869,605
Other County Projects	11,519,974	5,759,987
Total Capital Improvement Projects - All Funds	47,937,819	22,468,395

Capital Projects Summary

Capital Improvement Program Fiscal Years 2007-09

The proposed two-year Capital Improvements Budget for Fiscal Years 2007-08 through 2008-09 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Code.

The Capital Improvement Projects Program (CIP) defines projects that are a major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Because the CIP provides estimates for all capital projects, it provides the basis for setting priorities, reviewing schedules, developing revenue policy for proposed improvements, monitoring and evaluating the progress of capital projects, and provides information to the general public.

The County is currently conducting a facilities assessment in order to develop a comprehensive five-year Capital Improvement Projects Program Plan. Once completed, the CIP Plan will convert current department-level project and budget summaries into a single consolidated policy document. This document will serve as a five-year guideline for Road Construction and Maintenance, Utilities, Airport Improvement, Parks and Recreation, and other County facilities projects.

Large-scale projects, including the recently completed Youth Services Center may extend over several fiscal years. The Capital Projects Summary only reflects the County's financial commitment for the FY 2007-08 and FY 2008-09 and shows both the General Fund and non-General Fund obligations. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category.

Capital Improvement Projects Overview

The FY 2007-08 and FY 2008-09 Capital Improvement Projects Program (CIP) contains 146 fully-funded projects, including 55 projects that are new this year costing a total of \$25.6 million. It should be noted that the CIP submission submitted to the County Manager's Office for review and approval only includes projects that departments requested for funding consideration during FY 2007-08, or were determined high-priority by the Facilities Maintenance and Operations Division of the Public Works Department. As a result, the recommended CIP list does not include 26 projects that were submitted but unable to secure funding.

The CIP also does not include a comprehensive list of deferred capital improvement projects, however, when the facilities assessment is completed in FY 2007-08, a comprehensive list of capital improvement projects, regardless of priority and funding, will be used to develop the five-year Capital Improvement Project Plan.

Significant Projects Completed in Fiscal Year 2006-07

Road Construction and Maintenance

Various road surface treatment projects on Guadalupe Canyon Parkway (San Bruno Mountain), 9th Avenue in North Fair Oaks, Oak Drive and Placitas Avenue (Atherton), and various streets in the San Mateo Highlands, Broadmoor Village, and West Menlo Park were completed at a cost of \$2.6 million

Utilities

Sewer Maintenance - Fair Oaks Sewer System Improvements Project

Completed at a construction cost of \$2.4 million, the project upgraded approximately 1.6 miles of sanitary sewer line on Dumbarton Avenue, Oakside Avenue, Fair Oaks Avenue, Barron Avenue, Bay Road, 12th Avenue, and Spring Street in the North Fair Oaks Area.

Flood Control - Colma Creek Channel Improvements

Completed at a construction cost of \$13.5 million, the construction of a U-shaped concrete channel approximately 70 feet wide and 14 feet high from Spruce Avenue to San Mateo Avenue improved flood protection in South San Francisco.

Airport Improvements - San Carlos and Half Moon Bay Airports

Completed at a construction cost of \$3.1 million, San Carlos Airport received safety and maintenance improvements including lengthened stopways at both ends of the runway. Construction at Half Moon Bay Airport included construction on a new access road and rehabilitation of parallel and connecting taxiways for a total project cost of \$1.6 million. Both projects were grant-funded by the Federal Aviation Administration and California Division of Aeronautics.

Facilities

Criminal Justice - Youth Services Center

Completed at a cost of \$155 million, the new 300,000 square foot Youth Services Center (YSC) replaces the 50-year old Hillcrest Juvenile Hall. The new YSC includes a 180-bed Juvenile Hall, a 30-bed girls camp, a group home cluster containing 24 beds, juvenile courts, probation offices, an administration and education building, as well as a health clinic. The facility will also include a receiving home that is scheduled for construction during FY 2007-08. The 30-month construction of the YSC was completed in the Fall 2006 and departments began occupying the new facility in December 2006. The ongoing cost of the YSC will increase County costs by approximately \$14 million per year, which includes annualized debt service payments of \$9 million, additional staffing costs of \$3 million, and rent/maintenance increases of \$2 million due to the increased square footage of the new facilities. Debt Service will be provided by a combination of funding sources, including the General Fund and the Courthouse Construction Fund (for the proportional area occupied by the juvenile courts).

Planning and Building Department Office Remodel

Completed at a construction cost of \$900,000, the renovation of Planning and Building Department work areas and offices on the second floor of County Office Building One provides customers with a new lobby and service area. These improvements were included in the Building and Planning Task Force Recommendations.

Board of Supervisor/County Manager Office Remodel

Completed at a cost of \$600,000, this project remodeled the Board of Supervisors and the County Manager's offices and reception area located on the first floor of the Hall of Justice to accommodate nine additional positions that were recommended in the County Organizational Review conducted in FY 2005-06. Five positions were added to the Board's staff and four positions were added to the County Manager's staff to provide an increased level of support to the Board, oversee the County's succession planning initiatives, provide an increased level of oversight and direction to County departments, and improve internal and external communications.

Parks and Marina Projects - Sediment Reduction

Constructed at a cost of \$650,000, the Tarwater Sediment Reduction Project, at 2.3 miles in length, and the Pescadero Creek Sediment Reduction Project, at 5.8 miles in length, reduces sediment loads from watershed bank erosion, and prevents silt from filling gravel beds, which affects spawning and reduces fish population.

Significant Projects in Fiscal Year 2007-08

Women's Correctional Center - Planning Phase

Built in 1980, the current Women's Correctional Facility was intended to serve as an intake center for County inmates but as jails became overcrowded, the facility has transitioned into its current use as regular inmate housing. The State Department of Corrections and Rehabilitation rated the women's jail capacity at 84, but daily population regularly exceeds 150 inmates. In response to jail overcrowding issues, the Board of Supervisors formed the Task Force on Jail Overcrowding charged with developing a plan to replace the overcrowded jail.

The first phase of the needs assessment will document the factors driving the increase in both the men and women's jail populations, identify the rehabilitative needs of women offenders and project the future capacity and program needs for a new Women's Correctional Center, which may require built-in capacity for overflow from the men's jail (Maguire Correctional Facility). The first phase will also look at re-entry needs of both men and women offenders, such as transitional housing. Future phases of the project will include siting the new facility, conducting environmental impact reviews, and developing Request for Proposals for architectural/engineering services. The FY 2007-08 CIP budget has \$366,798 appropriated for these purposes, including roll-over appropriations of \$45,998 from FY 2006-07.

Early projections indicate that this facility may add up to \$8 million in additional operating costs, including \$5.7 million per year in Debt Service.

First American Title Company Building

At an estimated cost of \$4 million, the First American Title building at 555 Marshall Street in Redwood City is the second land acquisition in the last two years that contributes to the County's long-term plan of completing the Redwood City Campus with the construction of a new County Office Building. The County must still negotiate ownership of Traffic/Small Claims Court with the State and find a new location for the Lathrop House (historical landmark) before moving forward with construction.

Youth Services Center Receiving Home

At a cost of \$2 million, the new Youth Services Center Receiving Home will replace the current facility located at Hacienda and 37th Avenue in San Mateo. The new receiving home will provide shelter care for children, age 18 or under, who need to be removed from their own homes because they are in danger due to neglect, abuse, abandonment, exploitation or other family crisis. No additional operating costs are anticipated as staff from the existing facility will be transferred.

San Mateo Medical Center Cogeneration Plant

At a cost of \$3 million, the cogeneration plant will produce energy efficient heat and electricity for the facility. An alternative to conventional power plants, cogeneration captures the by-product of electrical generation, heat, and reuses it for facility climate control. This project contributes to the County's goal to reducing carbon dioxide (CO₂) emissions by 10% by 2010 and is expected to reduce energy costs on a long-term basis.

County of San Mateo
ALL FUNDS

FY 2007-08 Revenues by Type

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	% Change 2007-08
SOURCES						
Property Taxes - General Fund	139,719,400	148,116,184	156,289,956	162,983,289	6,693,333	4.3%
Property Taxes - Non-General Fund	21,348,306	21,981,134	22,292,364	24,404,448	2,112,084	9.5%
Property Taxes - Supplemental	9,829,724	11,545,032	5,511,846	9,763,119	4,251,273	77.1%
Property Transfer Tax	8,110,609	8,486,842	6,096,387	6,855,315	758,928	12.4%
Return of Property Tax (Excess ERAF)	49,651,834	65,472,387	26,536,161	22,692,798	(3,843,363)	(14.5%)
Property Tax Shift (ERAF III)	(6,704,877)	(6,704,877)				0.0%
Property Tax In-Lieu of VLF	50,074,338	62,237,531	61,777,542	66,546,767	4,769,225	7.7%
Property Tax In-Lieu of Sales Tax	3,199,682	3,080,896	3,250,345	4,595,998	1,345,653	41.4%
Sales and Use Taxes	11,986,471	12,575,011	13,608,378	13,719,799	111,421	0.8%
Half-Cent Transportation Taxes	1,533,526	1,102,104	1,492,258	1,361,925	(130,333)	(8.7%)
Transient Occupancy Tax	700,240	771,551	766,374	1,073,173	306,799	40.0%
Other Taxes	469,336	1,695,167	971,932	1,405,990	434,058	44.7%
Taxes	289,918,589	330,358,962	298,593,543	315,402,621	16,809,078	5.6%
Building Permits	2,274,780	2,865,299	2,201,600	2,402,400	200,800	9.1%
Development and Zoning Permits	1,887,291	2,067,753	1,871,138	1,940,280	69,142	3.7%
Franchise Fees	6,446,073	6,731,135	6,048,104	5,961,622	(86,482)	(1.4%)
Other Licenses and Permits	1,060,229	1,120,980	1,224,981	1,259,072	34,091	2.8%
Licenses, Permits and Franchises	11,668,373	12,785,167	11,345,823	11,563,374	217,551	1.9%
Court Fines and Forfeitures	7,565,966	8,093,192	8,027,405	9,390,217	1,362,812	17.0%
Other Penalties and Forfeitures	834,250	796,908	647,290	458,583	(188,707)	(29.2%)
Fines, Forfeitures and Penalties	8,400,216	8,890,100	8,674,695	9,848,800	1,174,105	13.5%
Interest Earnings	11,156,435	16,557,124	10,564,431	17,190,136	6,625,705	62.7%
Other Investment Income	3,049,804		1,560,600	2,182,145	621,545	39.8%
Rents and Concessions	2,847,079	2,759,391	3,171,105	3,129,277	(41,828)	(1.3%)
Use of Money and Property	17,053,318	19,316,515	15,296,136	22,501,558	7,205,422	47.1%
Realignment	65,457,281	64,413,528	77,608,691	76,469,558	(1,139,133)	(1.5%)
Motor Vehicle in Lieu	3,802,525					0.0%
Public Safety Sales Tax (Prop. 172)	62,460,949	62,634,428	64,251,066	65,537,974	1,286,908	2.0%
Social Services Programs	123,705,629	129,490,911	147,840,591	153,783,958	5,943,367	4.0%
Housing Programs	6,916,836	6,163,308	8,319,467	8,604,089	284,622	3.4%
Mental Health Services	17,447,780	20,946,334	23,606,335	26,100,143	2,493,808	10.6%

County of San Mateo
ALL FUNDS

FY 2007-08 Revenues by Type

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	% Change 2007-08
Public Health Services	10,944,460	11,014,184	10,657,861	11,152,743	494,882	4.6%
Family Health Services	10,456,943	9,735,300	9,728,970	10,420,788	691,818	7.1%
San Mateo Medical Center	29,337,165	47,839,880	11,858,050	31,604,002	19,745,952	166.5%
Other Federal and State Aid	78,728,922	90,848,976	94,838,294	80,894,772	(13,943,522)	(14.7%)
Intergovernmental Revenues	409,258,490	443,086,849	448,709,325	464,568,027	15,858,702	3.5%
SOURCES						
General Government Services	21,051,306	19,466,508	18,741,970	19,630,003	888,033	4.7%
Public Safety Services	18,778,518	17,050,986	17,501,872	18,280,131	778,259	4.4%
Planning and Building Services	2,708,822	2,330,859	2,295,012	2,286,999	(8,013)	(0.3%)
Parks Services	2,191,974	2,229,948	2,395,983	2,419,468	23,485	1.0%
Library Services	727,885	623,845	702,000	608,000	(94,000)	(13.4%)
Mental Health Services	23,421,079	22,886,607	26,383,491	29,920,581	3,537,090	13.4%
Public Health Services	1,791,138	2,121,467	2,279,807	2,034,365	(245,442)	(10.8%)
Family Health Services	2,409,314	2,371,739	2,963,333	3,133,293	169,960	5.7%
San Mateo Medical Center	99,590,679	95,311,383	129,434,271	115,516,230	(13,918,041)	(10.8%)
Other Health Services	10,934,269	12,411,242	13,559,852	14,646,619	1,086,767	8.0%
Sanitation Services	5,333,744	5,703,204	5,908,306	6,018,177	109,871	1.9%
Other Charges for Services	4,913,880	5,495,315	7,708,962	9,809,391	2,100,429	27.2%
Charges for Services	193,852,608	188,003,103	229,874,859	224,303,257	(5,571,602)	(2.4%)
Interfund Revenue	71,035,730	80,572,183	101,867,179	107,585,974	5,718,795	5.6%
Interfund Revenue	71,035,730	80,572,183	101,867,179	107,585,974	5,718,795	5.6%
Tobacco Settlement	6,913,485	6,745,533	7,720,095	8,547,344	827,249	10.7%
Foundation Grants	6,305,384	6,248,919	7,987,424	9,172,921	1,185,497	14.8%
Housing Loan & Project Cost Reimb	2,956,424	4,893,738	3,950,618	3,921,133	(29,485)	(0.7%)
Other Miscellaneous Revenue	21,035,981	24,801,384	18,207,527	19,662,026	1,454,499	8.0%
Miscellaneous Revenue	37,211,274	42,689,574	37,865,664	41,303,424	3,437,760	9.1%
Operating Transfers - Capital Projects	6,449,514	6,215,062	14,904,366	19,777,175	4,872,809	32.7%
Operating Transfers - Debt Service	21,958,476	15,876,710	21,226,791	26,467,988	5,241,197	24.7%
Other Financing Sources	49,875,167	42,352,954	56,160,855	61,583,999	5,423,144	9.7%
Other Financing Sources	78,283,157	64,444,726	92,292,012	107,829,162	15,537,150	16.8%
Total Revenue	1,116,681,755	1,190,147,179	1,244,519,236	1,304,906,197	60,386,961	4.9%

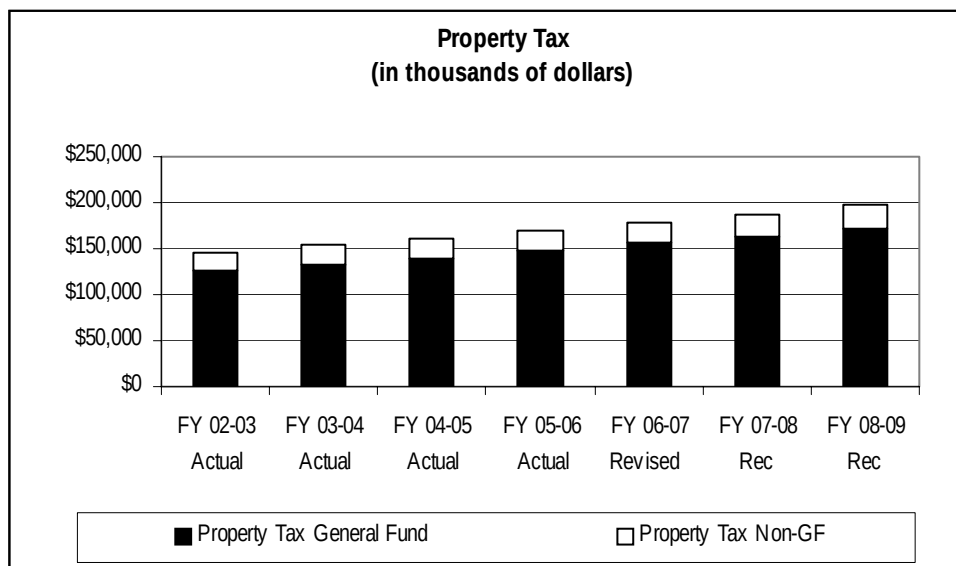
Explanation of Major Revenue Sources:

Property Tax

Taxes are levied for each fiscal year on taxable real and personal property which is situated in the county as of the preceding January 1. For assessment and collection purposes, property is classified either as "secured" or "unsecured," and is listed accordingly on separate parts of the assessment roll. The "secured roll" is that part of the assessment roll containing State assessed property and real property having a tax lien which is sufficient, in the opinion of the Assessor, to secure payment of the taxes. Other property is assessed on the "unsecured roll" and includes aircraft and commercial equipment.

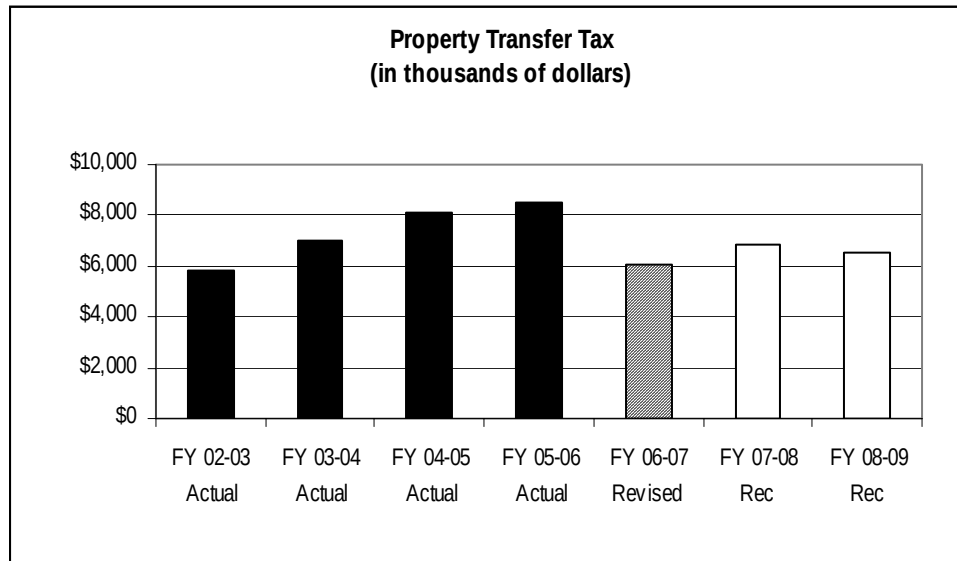
Secured property tax is the County's largest discretionary General Fund revenue source. Average growth in the last five years is 6.8%, while projections for the next five years reflect \$9.4 million or 6% average annual growth, assuming no additional shifts to Educational Relief Augmentation Fund (ERAF). During FY 2005-06 it was discovered by Auditors that four taxing agencies within the County were inappropriately disadvantaged by the Tax Equity Allocation (TEA) factors used in distributing property taxes. As a result of this correction, the General Fund's portion of Supplemental taxes was reduced by a combined total of \$5.3 million in FY 2005-06 and FY 2006-07 (\$4 million one-time and \$1.3 million ongoing). Secured property tax growth of 7% is added to projected FY 2006-07 actuals, which are expected to come in \$3.9 million below the Current Revised Budget. This, along with moderate growth in unsecured property tax (see below), explains the 4.3% increase reflected on the table on page B-23 and the chart below.

About 90% of unsecured property tax is generated from businesses at San Francisco International Airport. Average declines in the last five years were 5.7%, with growth from the construction of the new international terminal more than offset by reduced business activity after September 11, 2001 and the General Fund's portion of the Airline litigation settlement. The General Fund's portion totaled \$1.79 million to be paid back over a seven year period - through FY 2011-12. The County's ongoing loss as a result of the settlement is expected to be \$436,000 annually. As a result, growth in unsecured property taxes has been budgeted at a modest 2% in FY 2007-08 and FY 2008-09.



Property Transfer Tax

Budgeted revenues from property transfer taxes have been adjusted upward by 12.4% based on actual receipts in FY 2006-07. The decline in Property Transfer Tax has not been as steep as originally anticipated when the FY 2006-07 budget was prepared. However, FY 2006-07 actuals will still be below FY 2005-06 actuals by approximately 15%, indicating fewer property transactions, though the values of the transactions in San Mateo County remain high.

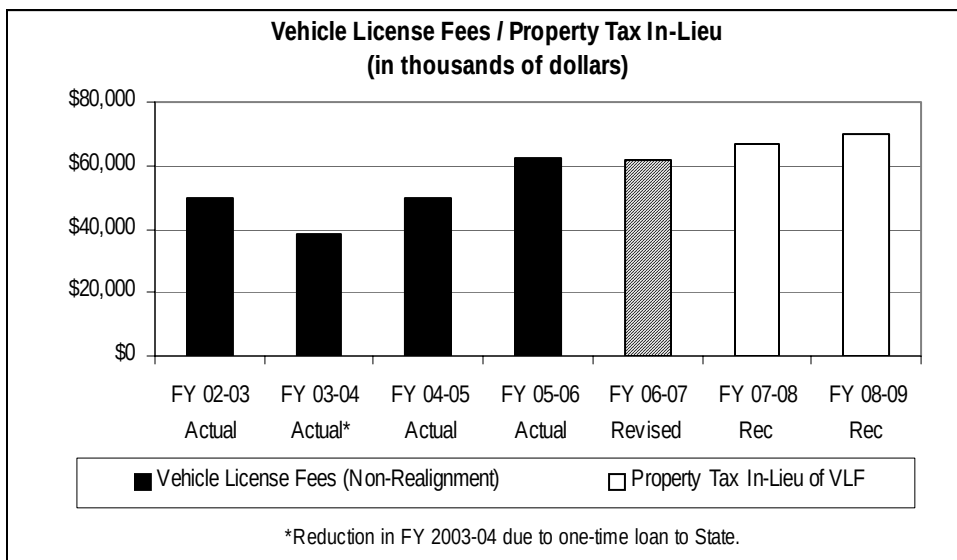


Return of Local Property Tax (Excess ERAF)

Pursuant to Revenue and Taxation Code sections 97.2 and 97.3, property tax contributions made by the County to the Education Revenue Augmentation Fund (ERAF) in excess of mandated school funding levels will be returned to the County. Over the past four years the General Fund has received \$187.2 million from this source, including \$52.1 million in FY 2006-07. The County considers Excess ERAF an unpredictable and potentially unstable source of funding, and as such, it is budgeted very conservatively at \$22 million in FY 2007-08 and FY 2008-09. These funds will be set aside in Reserves and used for one-time purposes.

Property Tax In-Lieu of Vehicle License Fees

The Taxes revenue class increased significantly due to revenue from non-Realignment vehicle license fees (VLF), which had historically been budgeted in Intergovernmental Revenue, being permanently "swapped" with property tax as enacted in the State budget in FY 2004-05. The amount projected in FY 2006-07 was \$61.8 million; however, it now appears that FY 2006-07 actuals will be in the \$63.3 million range. For FY 2007-08, this budget reflects 5% growth on the projected FY 2006-07 actuals, representing a 7.7% growth over the Current Revised Budget.

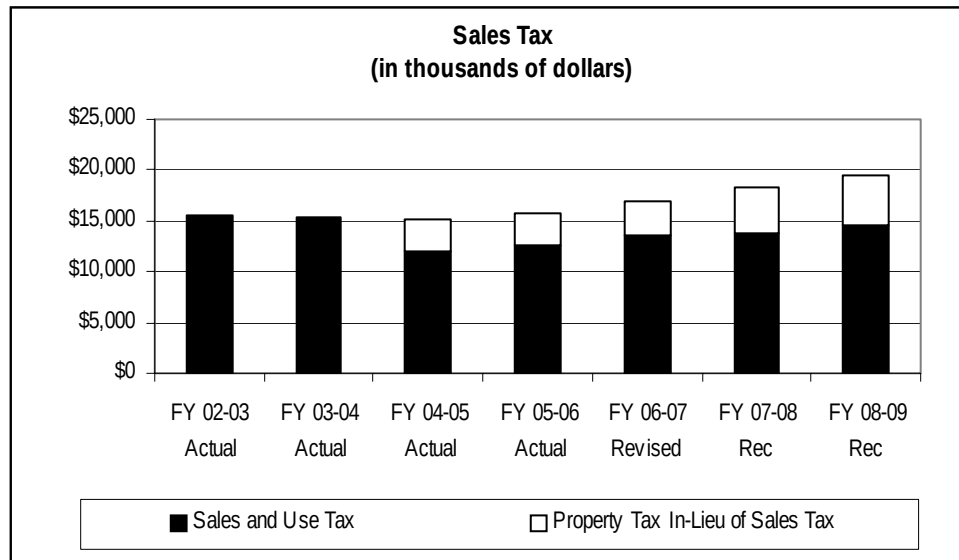


General Purpose Sales Tax (Non-Public Safety) and Property Tax In-Lieu of Sales Tax

Approximately 60% of the County's sales tax revenue comes from point-of-sale transactions or sales occurring in businesses located in the unincorporated areas of the county; the remainder comes from a portion of sales tax generated in the cities. About 45% of point-of-sale revenues come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel. The County began losing the majority of its jet fuel sales tax revenue, about \$1.2 million annually, in the last quarter of FY 2003-04 due to the consolidation of all fuel purchases made by United Airlines to a subsidiary located in the City of Oakland. Beginning in FY 2007-08 the County expects to regain 50% of the lost proceeds or \$600,000. Three quarters of this revenue will come to the County via General Purpose Sales Tax proceeds and one quarter will come via Property Tax In-Lieu Sales Tax proceeds (see below).

Although FY 2006-07 sales tax receipts from point-of-sale transactions are projected to come in 3.7% higher than FY 2005-06 actuals, they are slightly below budget. As a result, the FY 2007-08 includes a modest 0.8% increase despite the anticipated return of jet fuel sales tax proceeds of \$450,000.

The State collects and rebates to the County a 1% tax on retail transactions within unincorporated areas of the County. Pursuant to the Triple Flip, which the State implemented in FY 2004-05 to dedicate 0.25% of sales tax as the revenue source for repayment of the State Economic Recovery Bonds, a portion of sales tax has been replaced dollar for dollar with property tax. An account called Property Tax In-Lieu of Sales Tax has been established for this purpose. Receipts in FY 2006-07 are projected to exceed budget by \$980,000. The FY 2007-08 budget includes 5% growth on projected FY 2006-07 actuals plus \$150,000 from jet fuel sales tax proceeds, representing a 41.4% increase over the Current Revised Budget.

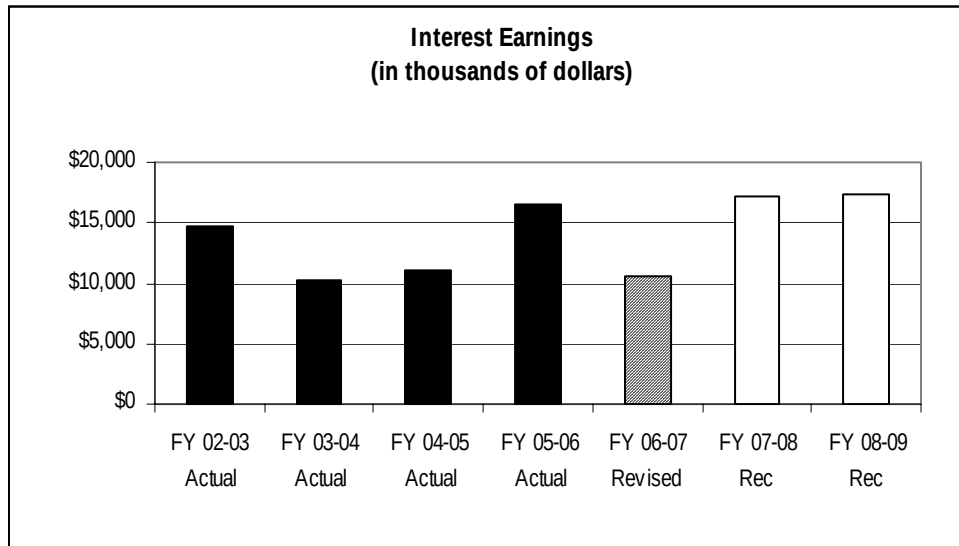


Licenses, Permits and Franchises

These revenues, which include building, development and zoning permit activity, device registration fees, and permits for underground storage tanks, wells and septic tanks, are projected to come in on budget in FY 2006-07. There is a modest increase of 1.9% in FY 2007-08 primarily due to anticipated increases in building permit activity.

Interest Earnings and Other Investment Income

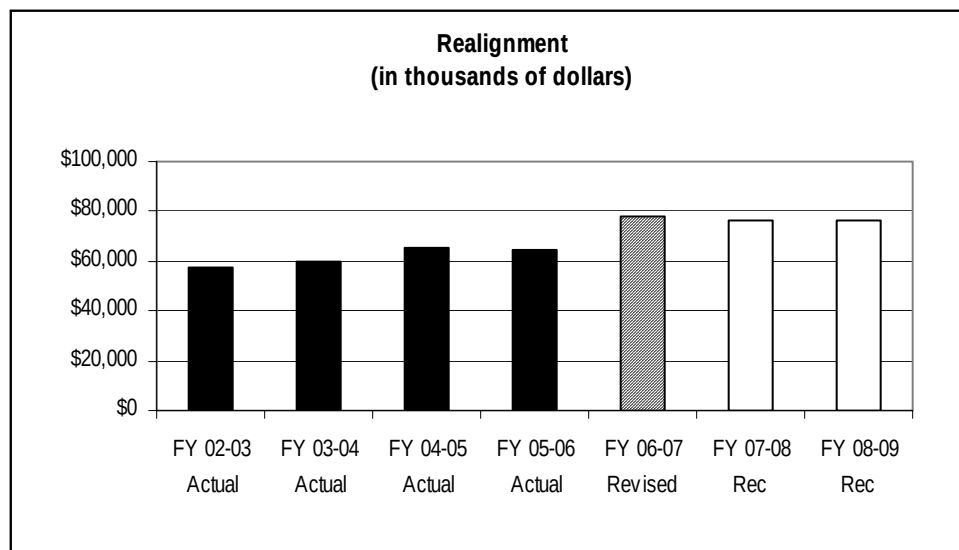
Earnings include the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Overall, interest earnings are projected to be 4.2% higher in FY 2006-07. This is primarily due to higher returns on investment due to strong market performance. Interest earnings in the FY 2007-08 budget are increased to projected FY 2006-07 levels, representing a 62.7% increase over the Current Revised Budget, which was budgeted very conservatively. Other investment income, which reflects earnings from the prepayment of retirement contributions, is anticipated to be \$2.2 million in FY 2007-08 based on assumptions provided by the Treasurer-Tax Collector's Office. There were no proceeds from this source in FY 2005-06 due to a change in accounting practices by the Retirement Office (SamCERA) that impacted the timing of these disbursements to the General Fund.



Realignment VLF and Sales Tax

During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health and various social services programs, accompanied by a source of revenue to pay for the funding changes. The changes are known as Realignment and the new revenues allocated to counties to fund these programs were a one-half percent sales tax and an increase in the Vehicle License Fee. The allocation mechanism is complex and formula driven. The formula involves a base year amount and subsequent year growth formulas.

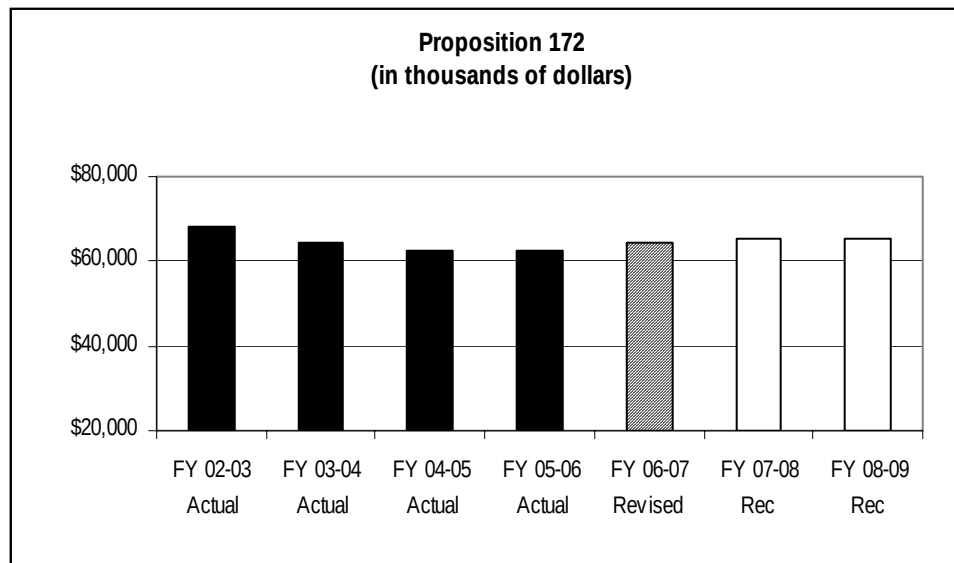
Growth in this formula is driven by the State economy (sales tax revenue) and proportional caseload growth of each county. Although San Mateo County is experiencing increases in certain caseloads, the County's proportional caseload growth has remained relatively flat. As a result, revenue from these sources is reduced by 1.5% in FY 2007-08.



Public Safety Half-Cent Sales Tax (Proposition 172)

The County began receiving revenue from this tax in FY 1993-94 after the ballot initiative passed. This revenue has been the primary funding source of negotiated labor increases in Criminal Justice departments such as the Sheriff, Probation, District Attorney and Coroner. Approximately 20.7% of Criminal Justice and 32.3% of Public Safety Communications expenditures are funded by this sales tax, which is distributed to the County based on its portion of statewide taxable sales. An annual factor is calculated for each county by the State Controller using statewide taxable sales from the prior calendar year. This factor is applied against monthly sales tax receipts for distribution to counties.

Receipts from this revenue source have been stagnant the past four years due a sluggish local economy compared to other counties in the state. Though the County's factor has remained relatively unchanged, the FY 2006-07 budget was increased 2.5% or \$1.6 million due to an improved state economy. Expecting this trend to continue, this budget includes a 2% growth factor in FY 2007-08.



Social Services Programs

This includes Federal and State revenues received by the Human Services Agency to fund employment services, protective services, and financial assistance programs for eligible residents. Public assistance programs supported by this revenue source include: CalWORKS, Medi-Cal, Food Stamps, General Assistance, Child Welfare Services, Foster Care, and the Workforce Investment Act (WIA). The goal of these public assistance programs is to assist in meeting the basic needs of eligible individuals, and to support their efforts to become productive and self-sufficient members of the community.

There is a net increase of \$5,943,367 in this funding source. Increases include: \$6 million in Eligibility Determination; \$884,000 in Child Welfare Services; \$850,000 in Foster Care caseload; \$500,000 to implement the CalWORKs Work Participation Engagement and Retention Program; \$370,000 to expand the Transitional Housing Plus services for youth; \$250,000 in Work First and various other programs; \$240,000 in Adoptions Services; \$140,000 for an Offender Treatment Program State Grant award; \$189,000 in Assistance Payments; and \$70,000 in miscellaneous State allocations. These increases are offset by a reduction of \$3.2 million in Stage I Child Care revenues that reflects a reduction in appropriations commensurate with expected expenditures, and a reduction of \$330,000 for a Department of Labor State Grant.

Mental Health Services

A net increase of \$2,493,808 in non-Realignment intergovernmental revenue includes \$2,355,000 in Mental Health Services Act (MHSA, "Proposition 63") and \$704,370 in other State Mental Health revenue; partially offset by decreased SB90 reimbursements of \$411,781, a reduction of \$100,000 in Short Doyle funding, and a decrease of \$53,781 in State Block Grant revenue.

Charges for Services revenues are increased by \$3,537,090 due to leveraging of MHSA funds, and a projected increase in Medi-Cal Federal Financial Participation (FFP) revenue due to increased utilization review and improved claiming processes.

Public Health

A net increase of \$494,882 in non-Realignment intergovernmental revenue includes increases in Bioterrorism funding and a transfer in of \$571,316 in Hospital Emergency Preparedness grant funding from Emergency Medical Services, and \$196,707 in contribution by cities for payment of the contract with the Peninsula Humane Society; partially offset by reductions in Ryan White Master and HOPWA grants of \$212,563, and decreased tobacco tax and other governmental aids totaling \$60,578.

Charges for Services revenues are decreased by \$245,442 due a net reduction in revenue from the San Mateo Medical Center for the Edison Clinic of \$262,955 based on current year projections, and decreases in Miscellaneous Animal Services and returned checks of \$2,100, partially offset by an increase in Animal Control/Licensing fees of \$19,613.

Family Health Services

A net increase of \$691,818 in non-Realignment intergovernmental revenue includes increases in reimbursable costs for California Children's Services (CCS) of \$410,240, Child Health Disability Prevention Program (CHDP) of \$150,325, and Women, Infants and Children's Program (WIC) of \$74,895, and increases in various other grants of \$56,358.

Charges for Services revenues are increased by \$169,960 due to increase for Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues of \$119,960, and a \$50,000 increase in revenues received from the Health Plan of San Mateo (HPSM) for patients seen in CCS based on prior year collection activity.

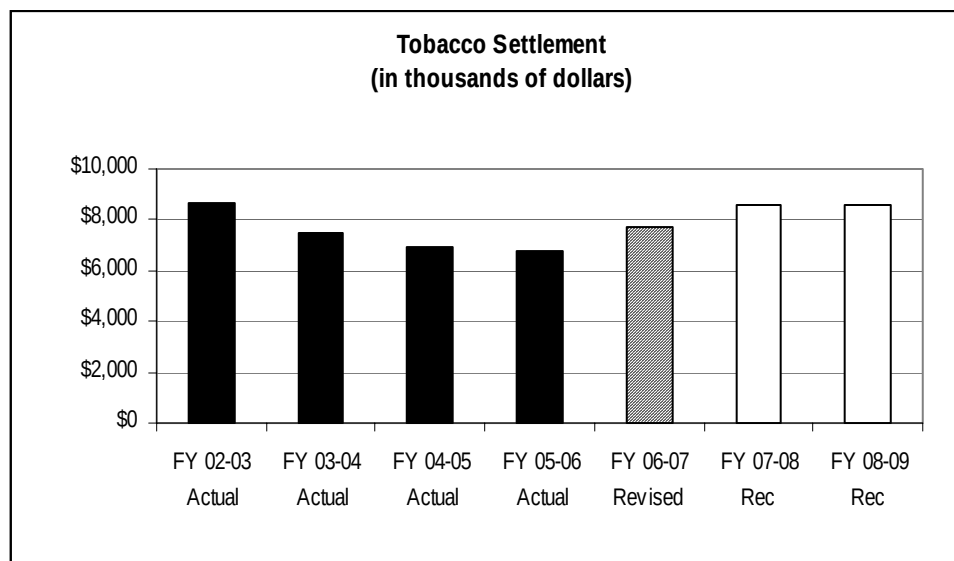
San Mateo Medical Center

Intergovernmental Revenue increases by \$19,745,952 due to the transfer of \$20,508,000 in Medi-Cal revenue from Charges for Services due to accounting changes and the new Medi-Cal waiver format. There is a decrease of \$1.7M in grants to account for one-time awards. There are increases of \$900,000 in funding for other state aid and supplemental payments.

Charges for Services decreases by \$13,918,041 primarily due to the transfer of \$20,508,000 million in Medi-Cal revenue to Intergovernmental Revenues due to the new Medi-Cal waiver format. There is an increase of \$6,589,959 due to adjustments in gross patient revenue to account for a 10% charge increase, increases in patient volume, and additional patient revenue generated from revenue cycle improvement.

Tobacco Settlement

On August 5, 1998 the State of California and participating California counties and cities entered into a Memorandum of Understanding (MOU) which allocates a portion of tobacco settlement proceeds to the participating counties and cities. On December 9, 1998 the Master Settlement Agreement (MSA) between participating states and various tobacco companies received court approval. The Board has allocated most of these funds to the operations of the San Mateo Medical Center. Under the settlement, California is expected to receive approximately \$25 billion through 2025. FY 2006-07 receipts are expected to be \$7,222,066, which is \$498,029 below budget. The budget for this account in FY 2007-08 has been increased to \$8,547,344 based on information received from the State.



Operating Transfers/Other Financing Sources

Other Financing Sources includes contributions/transfers from the General Fund to the Medical Center Enterprise Fund and transfers from operating funds to the Debt Service Fund and Capital Projects Fund for scheduled debt service payments and reimbursement for capital improvement projects.

The Contributions from the General Fund to the Medical Center for the provision of indigent healthcare services is increased by \$5.9 million to cover operating deficits at the Medical Center brought on by stagnant revenues and increasing salary and benefit costs. Of this amount, \$5.6 million represents an increase to the loan provided by the General Fund and \$260,124 replaces Half-Cent Transportation Funds for client transportation programs.

The budget appropriates increases of \$4.9 million in transfers to the Capital Projects Fund from operating departments primarily due the purchase of the First American Title Building (\$4 million) and Phase II planning for a new Women's Correctional Center (\$200,000), which will include siting the facility, beginning the environmental review process, and preparing an RFP for architectural/engineering services. Transfers to the Debt Service Fund were increased by \$5.2 million to reflect the onset of debt service payments for the new Youth Services Center beginning in FY 2007-08.

County of San Mateo
ALL FUNDS

FY 2007-08 Expenditures by Type

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	% Change 2007-08
<u>Operating Expenditures</u>						
Regular Salaries	328,034,580	346,420,385	405,290,189	436,598,973	31,308,784	7.7%
Extra Help	20,934,939	20,657,007	14,078,322	14,300,885	222,563	1.6%
Overtime	17,124,066	19,189,267	13,480,884	13,702,325	221,441	1.6%
Retirement	77,978,802	77,873,304	99,767,399	105,857,079	6,089,680	6.1%
Health Benefits	39,628,046	45,224,579	51,063,974	55,245,165	4,181,191	8.2%
Statutory Compensation	31,820,918	34,726,003	38,373,548	40,216,383	1,842,835	4.8%
Other Benefits	1,087,565	1,066,988	7,755,210	6,953,523	(801,687)	(10.3%)
Salaries and Benefits	516,608,915	545,157,531	629,809,526	672,874,333	43,064,807	6.8%
Office Expense	14,235,345	16,327,392	20,774,926	23,397,659	2,622,733	12.6%
Drugs/Medical Supplies	39,464,125	40,154,020	35,947,910	36,729,115	781,205	2.2%
Non-Capital Equipment	4,866,471	5,216,598	6,808,290	5,456,446	(1,351,844)	(19.9%)
Facility/Equipment Maintenance	20,624,199	20,099,083	24,492,987	25,559,046	1,066,059	4.4%
Utilities Expense	12,384,437	14,070,736	14,321,742	16,162,520	1,840,778	12.9%
Contracts for Services	110,259,852	124,818,073	153,213,273	150,778,465	(2,434,808)	(1.6%)
Interagency Agreements	28,571,606	32,974,850	35,161,134	39,333,505	4,172,371	11.9%
Public Assistance Programs	71,349,424	67,626,915	82,824,646	79,655,633	(3,169,013)	(3.8%)
State Trial Court Contributions	18,394,787	16,336,906	16,108,435	16,108,435	0	0.0%
Medical Center Contributions	58,164,150	55,445,489	70,286,367	76,176,251	5,889,884	8.4%
Housing Project Contributions	7,064,624	7,930,911	8,695,564	9,652,187	956,623	11.0%
Other Contributions	2,624,268	4,690,161	5,445,539	4,167,162	(1,278,377)	(23.5%)
Internal Services/Overhead	127,397,847	142,602,336	165,252,267	182,381,347	17,129,080	10.4%
Debt/Capital Financing	26,295,523	26,956,793	34,465,617	40,006,870	5,541,253	16.1%
Other Financing Uses/Transfers	4,232,456	33,506,370	55,240,297	5,114,392	(50,125,905)	(90.7%)
Other Operating Expense	65,433,328	75,713,665	86,654,915	93,852,632	7,197,717	8.3%
Operating Sub-Total	1,127,971,355	1,229,627,830	1,445,503,435	1,477,405,998	31,902,563	2.2%
Intrafund Transfers	(101,402,277)	(118,760,381)	(137,647,550)	(157,588,329)	(19,940,779)	14.5%
Operating Total	1,026,569,078	1,110,867,449	1,307,855,885	1,319,817,669	11,961,784	0.9%
<u>Non-Operating Expenditures</u>						
Capital Improvements	18,844,987	11,400,157	37,154,435	46,548,400	9,513,965	25.7%
Capital Purchases	5,556,555	7,017,600	30,841,409	19,314,026	(11,647,383)	(37.6%)
Expenditure Total	1,050,970,620	1,129,285,206	1,375,851,729	1,385,680,095	9,828,366	0.7%
Reserves/Conting.- General Fund	137,906,814	187,077,378	197,676,350	188,643,137	(9,033,213)	(4.6%)
Reserves/Conting.- Non-General Fund	103,473,533	98,749,998	73,594,324	73,772,246	177,922	0.2%
TOTAL REQUIREMENTS	1,292,350,967	1,415,112,581	1,647,122,403	1,648,095,478	973,075	0.1%

County of San Mateo

ALL FUNDS

FY 2007-08 Changes in Projected Fund Balance

Agency/Budget Unit	Beginning Balance	Budgeted Revenues	Budgeted Expenditures	Anticipated Carryforward	Ending Balance	Percent Change
General Fund						
General Fund	252,373,939	899,684,210	963,415,012	17,877,562	206,520,699	(18.2%)
Special Revenue and Trust Funds						
Emergency Medical Services Fund	1,412,186	2,252,188	1,991,835		1,672,539	18.4%
IHSS Public Authority Fund	3,258,082	12,255,653	12,123,515		3,390,220	4.1%
Fish and Game Propagation Fund	66,809	8,500	20,000	11,500	66,809	0.0%
Off-Highway Vehicle License Fund	241,749	7,500	68,350	60,850	241,749	0.0%
Structural Fire Protection Fund		6,006,660	5,825,846		180,814	100.0%
Road Fund	2,906,000	17,429,342	20,024,807	2,595,465	2,906,000	0.0%
Half-Cent Transportation Fund		2,254,819	2,254,819			0.0%
Road Improvement Fund	3,596,740	750,000	1,765,000	1,015,000	3,596,740	0.0%
Solid Waste Fund	6,622,623	5,473,558	9,833,680	2,062,162	4,324,663	(34.7%)
County Library Fund	7,656,413	16,962,210	18,892,085	1,929,875	7,656,413	0.0%
Enterprise Funds						
Coyote Point Marina Operating Fund	291,712	3,166,145	3,261,233		196,624	(32.6%)
County Airports Fund	2,166,696	11,486,598	11,647,053		2,006,241	(7.4%)
Medical Center Enterprise Fund		235,725,958	235,725,958			0.0%
Special District Funds						
County Service Area #1 Fund	820,717	2,109,657	2,057,860		872,514	6.3%
Public Works Special Districts	26,128,721	14,011,692	16,340,530		23,799,883	(8.9%)
Debt Service & Capital Proj Funds						
Debt Service Fund	19,247,557	26,467,988	27,064,008		18,651,537	(3.1%)
Accumulated Capital Outlay Fund	3,688	200			3,888	5.4%
Criminal Justice Temp Constr Fund	1,541,752	1,245,000	1,111,317		1,675,435	8.7%
Courthouse Temp Constr Fund	3,125,376	1,400,055	1,235,748		3,289,683	5.3%
Parks Acq and Development Fund	4,068,264	5,049,229	9,015,031	3,965,802	4,068,264	0.0%
Capital Projects Fund		31,138,857	31,138,857			0.0%
Internal Service Funds						
Motor Pool Internal Service Fund	7,635,257	5,173,426	6,055,735	882,309	7,635,257	0.0%
Construction Services Fund	25,000	4,846,752	4,811,816		59,936	139.7%
Total All Funds	343,189,281	1,304,906,197	1,385,680,095	30,400,525	292,815,908	(14.7%)

Definition of Fund Balance: The difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

Definition of Anticipated Carryforward: The amount of appropriations that departments anticipate carrying forward to the next fiscal year due to any number of reasons, including but not limited to salary savings resulting from vacancies, and one-time capital and automation projects expected to last longer than one year to complete.

Explanation of projected Fund Balance changes during the budget year, plus or minus 10%:**General Fund**

- General Fund - Beginning Fund Balance is equivalent to 20.8% of Total Sources. In the County's mid-year financial update to the Board, a four-year plan was presented that includes projected growth in property tax and other general purpose revenue, along with continued management of costs by setting conservative budget targets for departments, so that use of Fund Balance will be limited to one-time costs such as unfunded retiree health liabilities, capital improvements, equipment replacement and technology upgrades. The four-year plan also calls for maintenance of Non-Departmental Reserves and Contingencies at a 10% minimum of General Fund net appropriations.

Special Revenue and Trust Funds

- Emergency Medical Services Trust Fund - Increase in Fund Balance reflects the levying of an additional penalty to be used for designated EMS-related purposes in accordance with SB 1773, which results in appropriated revenues exceeding expenditures during FY 2007-08.
- Structural Fire Protection Fund - FY 2007-08 will be the third consecutive year that the Fire Fund has had an operating deficit. Fund Balance will be exhausted during FY 2006-07. The General Fund has subsidized the Fire Fund to cover operating shortfalls the past two years (\$286,140 in FY 2005-06 and \$536,279 in FY 2006-07). In FY 2007-08 the General Fund subsidy will be increased to \$900,000, of which \$180,814 will be placed in Fire Fund reserves. Barring unforeseen circumstances, the reserves will result in Fund Balance in FY 2008-09. The County will explore the feasibility of placing a parcel tax on the ballot to provide an ongoing funding stream and eliminate the Fire Fund's need for General Fund support.
- Solid Waste Fund - Expenditures are exceeding revenues due to the use of Solid Waste funds for the Children's Health Initiative, Environmental Health Inspection Program and Office of Emergency Service's Hazmat Program (hazardous material response). At the current level of revenue and expenditures, the Fund Balance will likely be exhausted by FY 2009-10. Beginning in FY 2007-08, the Fund's contribution to the Children's Health Initiative will be reduced from \$2.7 million to \$1.5 million but increases will occur in other areas, including the County's RecycleWorks Program and landfill mitigation costs. A workgroup will be established during FY 2007-08 to develop strategies to eliminate the structural deficit in the Solid Waste Fund.

Enterprise Funds

- Coyote Point Marina Operating Fund - Reduction in Fund Balance is primarily due to the completion of the Marina dredging project.

Internal Service Funds

- Construction Services Fund - Increase in Fund Balance is due to the anticipated re-appropriation of uncompleted projects in FY 2007-08.

County of San Mateo
All Funds

FY 2007-08 and 2008-09 Authorized Position Summary

Agency/Budget Unit	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund						
Administration and Fiscal						
Board of Supervisors	15	15	20	20		20
County Manager/Clerk of the Board	34	34	40	40		40
Assessor-County Clerk-Recorder	123	122	123	123		123
Controller's Office	41	41	41	44	3	44
Treasurer-Tax Collector	61	62	63	63		63
County Counsel	38	38	41	41		41
Human Resources Department	62	63	65	57	(8)	57
Information Services Department	135	132	141	154	13	154
Criminal Justice						
District Attorney/Public Administrator	125	128	128	130	2	130
Sheriff's Office	586	615	627	636	9	645
Probation Department	429	463	465	465		465
Coroner's Office	15	15	15	15		15
Community Services						
Office of Economic Development	5	5	3	4	1	4
Public Safety Communications	57	56	58	58		58
Environmental Services Administration	3	3	0	0		0
Local Agency Formation Commission	1	1	1	1		1
Planning and Building	45	54	55	55		55
Parks Department	55	55	56	56		56
Department of Public Works						
Administrative Services	28	28	28	28		28
Engineering Services	36	32	31	31		31
Facilities Maintenance & Operations	94	99	106	108	2	108
Vehicle and Equipment Services	3	3	1	1		1
Public Works Utilities	6	8	8	8		8
Department of Housing	18	17	19	19		19
Health Department						
Health Administration	24	17	16	13	(3)	13
Health Policy, Planning and Promotion	2	30	28	27	(1)	27
Emergency Medical Services-GF	4	5	6	6		6
Aging and Adult Services	118	118	122	124	2	124
Environmental Health Services	75	75	76	77	1	77
Mental Health Services	303	325	366	376	10	376
Public Health Services	123	109	120	124	4	124
Family Health Services	153	167	174	177	3	177
Correctional Services	91	91	97	101	4	101
Agricultural Commissioner/Sealer	28	28	31	31		31

County of San Mateo
All Funds

FY 2007-08 and 2008-09 Authorized Position Summary

Agency/Budget Unit	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Children, Youth and Family Services						
Department of Child Support Services	112	107	102	98	(4)	98
Human Services Agency	738	796	846	875	29	875
Total General Fund	3,786	3,957	4,119	4,186	67	4,195
Non-General Fund						
Special Revenue and Trust Funds						
Road Fund	79	79	78	78		78
Half-Cent Transportation Fund	5	6	6	6		6
Solid Waste Fund	10	10	8	8		8
County Library Fund	124	128	128	128		128
Enterprise Funds						
Coyote Point Marina Operating Fund	5	5	5	5		5
County Airports Fund	8	8	8	9	1	9
Medical Center Enterprise Fund	1,222	1,306	1,313	1,305	(8)	1,305
Special Districts Funds						
Sewer District Maintenance Fund	7	7	7	7		7
Internal Service Funds						
Motor Pool Internal Service Fund	12	12	15	15		15
Construction Services Fund	27	29	30	30		30
Total Non-General Fund	1,499	1,590	1,598	1,591	(7)	1,591
Total All County Funds	5,285	5,547	5,717	5,777	60	5,786

Non-County Funds (Information Only)

First 5 San Mateo County	10	12	12	12		12
Retirement (SamCERA)	13	13	16	16		16
Housing Authority Fund	61	61	47	46	(1)	46

Explanation of Position Changes:

Administration and Fiscal

County Manager/Clerk of the Board: Adds one Administrative Analyst II and deletes one Graphics Specialist, for no net change in positions.

Assessor-County Clerk-Recorder: Adds one Elections Specialist Supervisor and one Information Technology Analyst and deletes one Elections Specialist III and one Management Analyst III, for no net change in positions.

Controller: Adds one Management Analyst III, one Fiscal Office Specialist and one Public Services Specialist, for an addition of three positions.

Human Resources Department: Adds one Administrative Services Manager II, one Confidential Human Resources Technician, transfers one Fiscal Office Assistant II position from the Health Department; deletes one Confidential Office Specialist and ten part-time modified work positions including two Medical Services Assistants, two Road Maintenance Worker IIs, two Office Assistant IIs, one Legal Word Processor, one Road Maintenance Worker I, one Food Services Supervisor and one Data Entry Operator; for a net reduction of eight positions.

Information Services Department: Adds one Project Manager, seven Systems Engineers, two Associate Systems Engineers, two Advisory Systems Engineers, and one Office Assistant II, for an addition of 13 positions.

(Net change is the addition of eight positions in Administration and Fiscal.)

Criminal Justice

District Attorney's Office: Adds one Information Technology Analyst and one Deputy Information Technology Analyst, for an addition of two positions.

Sheriff's Office: Adds eight Deputy Sheriffs, one Sergeant, one Legal Office Services Supervisor, and one Property Officer II; deletes one Legal Office Specialist and one Staff Physician; for a net addition of nine positions.

(Net change is the addition of 11 positions in Criminal Justice.)

Community Services

Office of Economic Development: Adds one Administrative Assistant I.

Planning and Building: Adds one Assistant Building Inspection Manager and deletes one vacant Building Inspector III, for no net change in positions.

Public Works: Adds one Energy Program Manager, one Construction Projects Manager and one Office Assistant II (Airports), for an addition of three positions.

Department of Housing: Adds one Housing Program Manager II and deletes one Human Services Manager II, for no net change in positions.

(Net change is the addition of four positions in Community Services.)

Health Department

Health Administration: Deletes one vacant Medicare Implementation Manager, and transfers out one Executive Secretary-C and one Unclassified Management Analyst III, for a reduction of three positions.

Health Policy and Planning: Adds one Public Health Educator, and transfers in one Executive Secretary-C and one Unclassified Management Analyst III; deletes one vacant Community Program Specialist III, and transfers out one Unclassified Community Worker II, one Program Services Manager I and one Public Health Nurse; for a net reduction of one position.

Emergency Medical Services: Transfers in one Public Health Nurse and transfers out one Community Program Specialist III, for no net change in positions.

Aging and Adult Services: Adds one Deputy Public Guardian III and one Management Analyst III, for an addition of two positions.

Environmental Health Services: Adds one Environmental Health Technician I and two Hazardous Materials Specialist IVs, and deletes two Hazardous Materials Specialist IIIs, for a net addition of one position.

Mental Health Services: Adds one Patient Services Specialist, one Office Assistant I, one Administrative Services Manager I, one Management Analyst III, one Fiscal Office Assistant II, one Community Worker II, one Psychiatric Social Worker II, one Supervising Adult Psychiatrist-E, one Community Worker I, one Marriage and Family Therapist II, one Unclassified Marriage and Family Therapist II, one Patient Services Assistant II and one Community Program Specialist II, and transfers in one Community Program Specialist III; deletes one vacant Community Program Specialist III, one vacant Psychiatric Social Worker II, one vacant Adult Psychiatrist and one vacant Community Worker I; for a net addition of ten positions.

Public Health Services: Adds one Communicable Disease Investigator, one Senior Health Planner, one Administrative Secretary III and one Management Analyst III, and transfers in one Unclassified Community Worker II, one Program Services Manager I, and one Staff Physician; deletes one vacant Community Program Specialist III, one vacant Community Worker II, and one vacant Fiscal Office Assistant II; for a net addition of four positions.

Family Health Services: Adds one Social Work Supervisor, one Systems Support Specialist Public Health, one Medical Office Specialist, one Unclassified Community Program Specialist III and one Public Health Nurse; deletes one vacant Public Health Nurse and one vacant Medical Office Assistant II; for a net addition of three positions.

Correctional Services: Adds two Staff Nurses, one Medical Services Assistant II, one Administrative Assistant I, one Program Services Manager I, one Supervising Cook-E and one Clinical Services Manager I-Mental Health; deletes one vacant Medical Office Assistant II, one vacant Supervising Mental Health Clinician-E and one vacant Cook II; for a net addition of four positions.

Agricultural Commissioner/Sealer: Adds two Unclassified Biology/Standards Specialist IIs and deletes two vacant Biology/Standards Specialist IVs, for no net change in positions.

(Net change is the addition of 20 positions in the Health Department.)

San Mateo Medical Center

Clinical Ancillary and Support Services: Adds one Laboratory Assistant II, one Pharmacy Technician, and one Therapy Assistant; deletes one Occupational Therapist II, one Supervising Therapist, one Therapy Assistant, and one Dietetic Technician; for a net reduction of one position.

Administrative and Quality Management: Deletes one Licensed Vocational Nurse, one Librarian II and one Social Worker III, for a reduction of three positions.

Ambulatory and Medical Staff Services: Adds six Staff Physicians, three Staff Nurses, four Medical Services Assistants II, four Patient Services Assistants II, one Licensed Vocational Nurse and one Utility Worker II, for an addition of 19 positions.

Long-Term Care Services: Deletes three Charge Nurses, one Hospital Unit Coordinator, five Licensed Vocational Nurses, eight Medical Services Assistant IIs, three Staff Nurses, two Office Specialists and one Patient Services Specialist, for a reduction of 23 positions.

(Net change is the reduction of eight positions in the San Mateo Medical Center.)

Children, Youth and Family Services

Human Services: Adds one Human Services Manager I, one Fiscal Office Specialist, one Management Analyst II, one Human Services Analyst II, one Human Services Supervisor-E, ten Benefit Analyst IIs, two Community Worker IIs, two Employment Services Specialist IIs, nine Office Assistant IIs and one Management Analyst III; converts one Unclassified Human Services Supervisor-E to Classified status; for an addition of 29 positions.

Department of Child Support Services: Deletes one vacant Paralegal, one vacant Lead Office Assistant and two vacant Child Support Technicians, for a reduction of four positions.

(Net change is the addition of 25 positions in Children, Youth and Family Services.)

Information Only

Housing Authority Fund: Adds one Supervising Senior Accountant, two Accountant IIs, one Manager of Rental Programs and one Procurement Contracts Quality Insurance position; deletes one Assistant Financial Officer, one Payroll Benefits Specialist, one Senior Accounting, one Assistant to Manager of Housing Operations, one Housing Services Specialist III and one Executive Secretary; for a net reduction of one position.

LONG-TERM FINANCIAL POLICIES

The primary fiscal agents for the County—the Board of Supervisors, County Manager, Controller, Assessor and Treasurer have made public access to financial information a priority. The County's budget, Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) are available on the County website, www.co.sanmateo.ca.us. Residents can look up the assessed value of their property or pay their property taxes online. Board meetings (including budget hearings) air on Peninsula TV, a local access cable channel operated by a consortium of public agencies.

COUNTY RESERVES POLICY

The Board of Supervisors approved the County Reserves Policy in April 1999. The creation of the policy was initiated by the County's Fiscal Officers to help reduce the negative impact on the County during times of economic uncertainty and potential losses of funding from other governmental agencies. Fund Balance and Reserves are viewed as one-time sources of funding which are only used for one-time purposes or as part of a multi-year financial plan to balance the budget. The County avoids operating deficits that are created through dependency on one-time funding for ongoing expenditures. The policy establishes minimum requirements for Departmental Reserves, General Fund Appropriation for Contingencies, Reserves for Countywide Capital Improvements and Reserves for Countywide Automation Projects, and provides guidelines for the use of these funds.

Departmental Reserve Requirements

1. Use of One-Time Funds - One-time funds will not be used to fund ongoing operations, unless in the context of a multi-year financial plan to balance expenditures and reserves.
2. Minimum Departmental Reserve Requirements - Departments shall maintain reserves at a minimum of two (2) percent of Net Appropriations. Departmental Reserves will only be used for the following:
 - a. one-time emergencies
 - b. unanticipated mid-year losses of funding
 - c. short-term coverage of costs associated with unanticipated caseload increases
 - d. short-term coverage of costs to avoid employee lay-offs provided there is a long-term financial plan

If reserves are used during the fiscal year, the first priority for excess Fund Balance is to replenish this amount so that the minimum requirement is met.

For those departments that do not currently maintain reserves, the two-percent minimum will be created to the extent that fund balance is generated by the fiscal year ending June 30, 2001.

Any exceptions to the use of Net Appropriations as the base for minimum reserve calculation will be made on the basis of materiality of adjustment and impact on direct ongoing operations.

3. Guidelines for Fund Balance in Excess of Minimum Reserve Amount
Fund Balance generated in excess of the two (2) percent minimum departmental reserves can only be allocated to the following:
 - a. Purchase of fixed assets
 - b. Sinking fund for future replacement of assets
 - c. Deferred maintenance
 - d. One-time departmental projects
 - e. Reserve for audit disallowances
 - f. Local match for grants
 - g. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures
 - h. Short-term coverage of operational costs in order to maintain program integrity and prevent employee lay-offs in conjunction with sections 1 and 2 above.
4. Deferred or Incomplete Projects
Unexpended one-time funds from deferred or incomplete projects can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 75/25 fund balance policy.

5. Service Departments and Non-General Fund Departments

- a. Service departments do not need to set aside reserves. Fund balances generated by service departments shall be evaluated by the Service Charges Committee at the end of each fiscal year to recommend how they should be applied the following year. Application of funds will be done in a way that maximizes cost reimbursement through claiming and fairly allocates any impacts on the A-87 cost plan.
- b. Internal Service Funds can maintain reserves for future replacement costs, such as for vehicles or equipment.
- c. As a goal, County Enterprise Funds, Special Revenue Funds and Special Districts should generate revenue sufficient to support the full direct and indirect costs of these funds above and beyond General Fund subsidy or contribution levels approved by the Board.

General Fund Non-Departmental Reserve Requirements

1. Appropriation for Contingencies – shall be maintained at three (3) percent of total General Fund net appropriations for one-time emergencies and economic uncertainties. In order to maintain the highest possible credit rating, the first priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is maintained at the three (3) percent level.
2. Reserve for Capital Improvements – in order to preserve the County's capital assets, a minimum reserve of \$1 million, which will include half of the Capital Facilities Surcharge, shall be maintained and appropriated annually for countywide capital improvements as specified in the County's Capital Improvement plan. The five-year plan will be updated annually during the budget process.
3. Reserve for Countywide Automation Projects – a minimum reserve of \$1 million shall be maintained and appropriated annually for countywide automation projects that will generate long-term ongoing savings and reductions to net county cost. Projects will be determined during the budget process.
4. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements can only be allocated or maintained as reserves for the following one-time or short-term purposes:
 - a. Debt retirement
 - b. Litigation
 - c. Local match for grants involving multiple departments
 - d. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing funding sources and outcome measures; proposals should be submitted to the County Manager's Office in a Decision Package format for review and recommendation to the Board as part of the regular agenda review or budget process
 - e. Other purposes deemed to be fiscally prudent for the County as identified and recommended by the County Manager's Office to the Board of Supervisors.

FUND BALANCE POLICY

Fund Balance is a funding source that represents three components: (1) Carryover Fund Balance from the previous fiscal year, (2) additional revenue received in excess of Estimated Revenue or budgeted amounts in the current fiscal year and (3) unspent Appropriations and Reserves in the current fiscal year. Fund Balance can be set aside in Reserves or can also be appropriated for one-time or short-term purposes.

The Board-approved County Reserves Policy recognizes Fund Balance and Reserves as one-time sources of funding and provides specific guidelines on reserves requirements and appropriate uses of this funding. In calculating Fund Balance, the following guidelines should be used:

- General Fund Departments can retain 75% of their year-end fund balances and 100% of unspent Contingencies and Reserves. Non-General Fund Departments and zero Net County Cost departments can retain 100% of fund balances unless there is agreement to do otherwise.
- The remaining 25% of non-reserved departmental fund balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as Countywide technology and capital improvement projects, or appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for technology projects and other one-time special projects can be carried over by departments at 100%.
- Departments with negative Fund Balances are responsible for absorbing 100% of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum reserves amount equivalent to 2% of Net Appropriations.

INVESTMENT POLICY

California Government Code statutes and the County's Investment Policy govern the County's investment pool activity. Those statutes and policy authorize the County Treasurer to invest in securities issued by the U.S. Government Treasury and its Agencies, certain corporate bonds and notes, bankers' acceptances, certificates of deposit, commercial paper, repurchase agreements, and the State of California Local Agency Investment Fund (LAIF) and securities lending transactions.

The County Investment Policy is reviewed and approved annually by the Board. All amendments to the policy must be approved by the Board. The Board has established an eight member County Treasury Oversight Committee pursuant to State law. The Oversight Committee meets at least quarterly to evaluate general strategies, to monitor results and to evaluate the economic outlook, portfolio diversification, maturity structure and potential risks to the funds. It will also consider cash projections and needs of the various participating entities, control of disbursements and cost-effective banking relationships.

The County's investment policy has the following objectives: safety, liquidity, yield and public trust. On January 7, 2004, the Board made its annual review and approved the County Investment Policy. The County pool attempts to match maturities with capital expenditures and other planned outlays. It is designed as an income fund to maximize the return on investible funds over various market cycles, consistent with limiting risk and prudent investment principles. Yield is considered only after safety and credit quality have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The Treasurer prepares a monthly report for the County pool participants, the Board of Supervisors and members of the Oversight Committee stating the type of investment, name of the issuer, maturity date, par and dollar amount of the investment. The report also lists average maturity and market value. In addition, the Treasurer prepares a cash flow report which sets forth projections for revenue inflows and interest earnings as compared to the projections for the operating and capital outflows of depositors. The projection will be for at least the succeeding twelve months. An annual audit of the portfolios, procedures, reports and operations related to the County pool will be conducted in compliance with California law.

The maximum allowable maturity of instruments in the County pool at the time of investment is 15 years and the maximum dollar weighted average maturity of the fund is five years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is \$100,000.

The Treasurer honors all requests to withdraw funds for normal cash flow purposes. Any requests to withdraw funds for purposes other than cash flow are subject to the limit of 20% of the principal balance per month described above and to the consent of the Treasurer. Such requests are subject to the Treasurer's consideration of the stability and predictability of the County pool or the adverse affect on the interests of the other depositors in the County pool.

The Treasurer may not leverage the County pool through any borrowing collateralized or otherwise secured by cash or securities held unless authorized by the County Investment Policy in accordance with California law. The Investment Officer is prohibited from doing personal business with brokers that do business with the County.

The fund also permits investments in repurchase agreements in an amount not exceeding 100% of the fund value. Collateralization on repurchase agreements is set at 102%. Reverse repurchase agreements are limited to 20% of the fund and must have a maximum maturity of 92 days or maturity date equal to, or shorter than, the stated final maturity of the security underlying the reverse repurchase agreement itself. Currently there are no reverse repurchase agreements in the County pool and the County does not generally invest in reverse repurchase agreements. The County has not been required to make any collateral calls with respect to reverse repurchase agreements previously maintained in the fund.

The County Investment Policy permits certain securities lending transactions up to a maximum of 20% of the County pool. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. Currently, voluntary participants account for 32.8% of the County pool's asset value; however, a contract with the Bay Area Air Quality Management District ("BAAQMD"), which accounts for 3.1% of the total portfolio, mitigates the risk of immediate withdrawal by the BAAQMD. The contract is currently pending renewal. The other voluntary investors, including the San Mateo County Transportation Authority, have monthly limitations on withdrawals of 20% of its asset value, as do all participants as described above.

DEBT LIMIT

In 1997, the County Board of Supervisors adopted an ordinance (the "Debt Limit Ordinance"), which provides that annually at the time of approving the County budget, the Board of Supervisors will establish the County debt limit for such fiscal year. Pursuant to the Debt Limit Ordinance, the debt limit is applicable to non-voter approved debt that is the obligation of the County, including lease revenue obligations such as the Bonds. It does not include any voter approved debt or any debts of agencies, whether governed by the Board of Supervisors or not, other than the County. It also excludes any debt which is budgeted to be totally repaid from the current fiscal year budget. The Debt Limit Ordinance provides that the annual debt limit shall not exceed the amount of debt which can be serviced by an amount not to exceed four percent (4%) of the average annual County budget for the current and the preceding four fiscal years. The annual debt limit once established may be exceeded only by a four-fifths (4/5) vote of the Board of Supervisors and upon a finding that such action is necessary in the best interests of the County and its citizens.

DEVELOPMENT OF FEE POLICY

The County Manager's Office is drafting a policy to ensure statutory compliance and uniformity among departments in regards to fees charged for County services and products.

This policy will establish a formalized process for the development, review, approval, and enactment of fees charged by the various departments. It will acknowledge that there must be statutory authority for the County to charge a fee. It will further acknowledge that the charging of the fee and the amount of the fee to be charged must be approved by the Board of Supervisors. Fees excepted from this requirement are only those fees in which there is a statute that mandates the imposition of the fee and the amount of the fee.

The policy will ensure that the fee or charge reflects the average cost of providing the product or service or enforcement of regulation. It will further require that indirect costs that are reflected in the cost of providing any product or service or the cost of enforcing any regulation shall be limited to those items that are included in the Federal Office of Management and Budget Circular A-87 on January 1, 1984.

This policy will note that if the fee is a property-related fee, California Constitution Articles 13C and 13D limit the manner in which the County is permitted to impose property-related fees and assessments and the Constitution also sets forth specific procedures to be used in regards to imposing such fees.

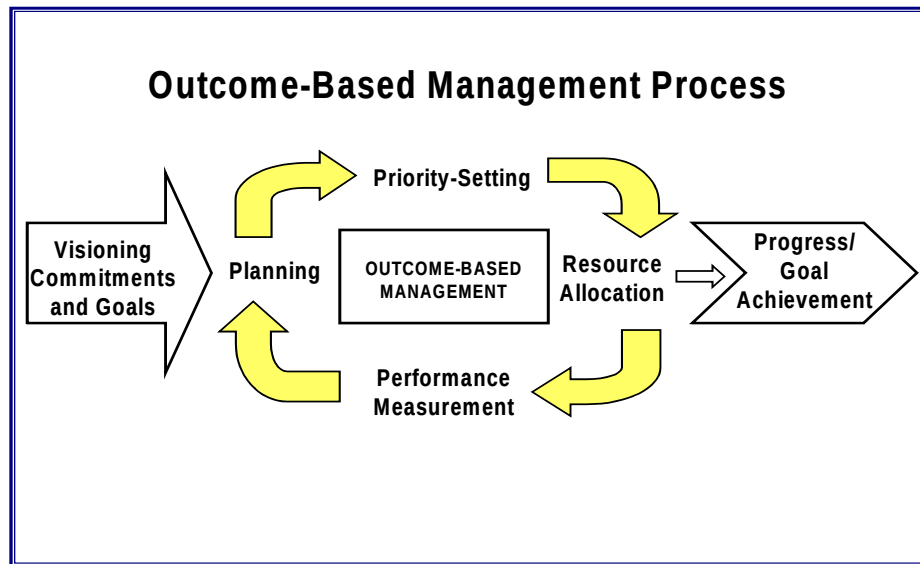
The policy will address several areas, including, but not limited to:

- Analysis of the proposed fee to be charged and the statutory authority to impose the fee
- Methodology to be used to determine the proposed fee amount
- Timeline to establish the fee and adjust fees
- Statutory requirements of setting and publishing new or increased fees
- Collection of fees and late fees and penalties

COUNTY BUDGET PROCESS

The County budget process is an integral part of Outcome-Based Management (OBM), which requires resources in County programs and services to be allocated toward meeting performance targets and improving overall performance. Using the commitments and goals identified by the community during the County Shared Vision 2010 Process as the long-term direction for County programs and services, all resources are now being allocated toward those areas that can significantly contribute to progress and the achievement of these long-term goals.

The budget process is fluid and ongoing as shown below. During each fiscal year, County departments continuously monitor operational and financial performance, plan for improvements given baseline and anticipated trends affecting performance, and incorporate priorities for the following two fiscal years in their program plans and budgets.



Mid-Year Financial Status

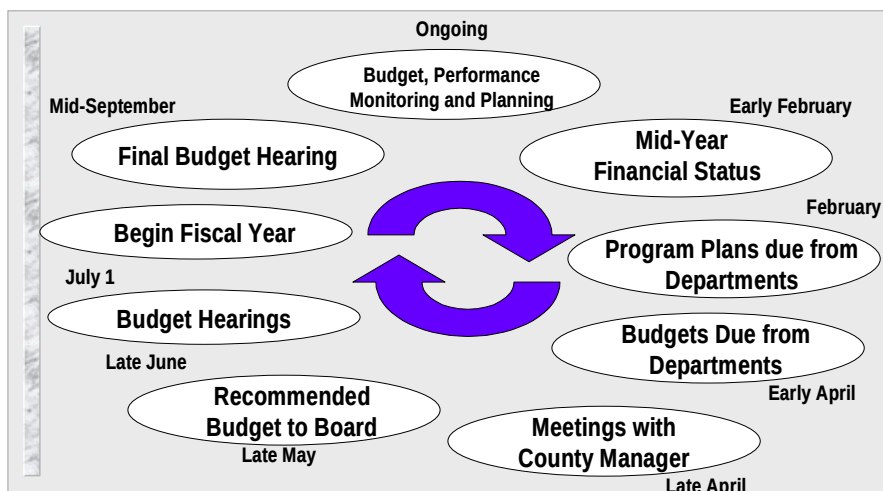
The fiscal year begins July 1 and ends June 30. A mid-year report to the Board of Supervisors is prepared by the County Manager's Office in late January/early February to provide information regarding current financial status of all departments and funds, identify issues that can significantly affect current and subsequent budgets, and make recommendations regarding actions that need to be taken in order to address estimated year-end shortfalls or mitigate projected deficits. Given this and other information, the Board of Supervisors provides direction regarding the development of the Recommended Budget.

Annual Budget Process/Kick-Off

Though the County's annual budget presents information covering two years, the County nonetheless develops annual budgets, beginning with the mid-year financial status report to the Board of Supervisors in late January/early February followed by budget instructions, departmental budget submissions, reviews by the County Manager's Office, meetings with departments, and presentation of the annual Recommended Budget for Board consideration.

The budget cycle begins with the development of budget instructions, including policy guidelines for formulating budgets, budget targets, and the budget calendar for the upcoming cycle. During this time frame, new Fiscal Officers attend Budget Development Overview courses offered through the County's Fiscal Officer's Training Academy (FOTA). In addition, a budget kick-off with all Fiscal Officers occurs the third Wednesday in January and budget system refresher courses are offered to all Fiscal Officers the first week of February.

County Budget Process



Program Plans and Preliminary Budget Meetings

County departments submit their Program Plans to the County Manager's Office in February. The plans contain the following information for each program:

- Program Outcome Statement (statement of purpose)
- Headline Performance Measures
- Services and Accomplishments
- Story Behind Baseline Performance
- Program Priorities
- Performance Measures with Baseline and Target Data

The plans are reviewed by County Manager Analysts to ensure that program outcomes, priorities and performance targets are contributing to the achievement of the Visioning Goals, and that selected performance measures can successfully communicate the progress being made toward these community goals. Departments meet with the County Manager in late February/early March to review program plans and obtain further direction on budget priorities and actions identified to improve performance. After this preliminary meeting, departments finalize their budget changes and submit their complete budget packages in early April to the County Manager's Office.

Agency/Department/Program Budgets and Final Budget Meetings

Budgets are reviewed by County Manager Analysts to ensure they are accurate, meet Net County Cost targets and reflect the priorities agreed upon during the preliminary budget meeting with the department. A final budget meeting with the County Manager is scheduled in late April to resolve any outstanding issues or discuss additional budget items that have been identified since the initial meeting in February.

Recommended Budget and Budget Hearings

The Recommended Budget document is prepared and submitted by the County Manager to the Board of Supervisors in late May. The public has the opportunity to review the budget and speak before the Board of Supervisors during public hearings held in late June. After budget deliberations, the Board adopts the Recommended Budget before the new fiscal year begins on July 1. The Board also adopts a resolution extending the adoption of the final budget to October 2 in order to incorporate any adjustments resulting from the adoption of the State Budget.

Once adopted, the Recommended Budget is uploaded to the County's financial system (IFAS) in early July so that budget monitoring for the new fiscal year can begin.

September Adjustments and Adopted Budget

After fiscal year-end closing activities are completed and the State budget is approved, final adjustments to Fund Balances and significant changes to the County budget as a result of State budget adjustments are submitted to the Board of Supervisors for a final budget hearing in

September. Changes approved by the Board are included in the Adopted Budget which is published by the 1st of November. The Adopted Budget is uploaded to the County's financial system (IFAS) immediately after the September final budget hearing to update the Working Budget used for budget monitoring purposes.

Mid-Year Adjustments to Adopted Budget

An operating budget is adopted each fiscal year for all County Funds. Expenditures are controlled at the object level within budget units for the County. The object level within a budget unit is the level at which expenditures may not legally exceed appropriations. Any amendments or transfers of appropriations between object levels within the same budget unit or between departments or funds are authorized by the County Manager's Office, and those in excess of \$50,000 must also be approved by the Board of Supervisors. Pursuant to Board Resolution, the County Manager is authorized to approve transfers and revision of appropriations up to \$50,000 within a single budget unit as deemed necessary and appropriate. Supplemental appropriations normally financed by unanticipated revenues or reserves during the year must also be approved by the Board of Supervisors, regardless of amount. Budgeted amounts in the budgetary financial schedules are reported as originally adopted and as amended during the fiscal year by resolutions approved by the Board of Supervisors.

Budgetary Basis for Accounting

In accordance with the provisions of Sections 29000 and 29143, inclusive, of the California Government Code and other statutory provisions, commonly known as the County Budget Act, the County is required to prepare a balanced budget for each fiscal year on or before August 30. The Board of Supervisors generally passes a Resolution in June extending the date to October 2. Budgeted expenditures are enacted into law through the passage of an Appropriation Ordinance. This ordinance mandates the maximum authorized expenditures for the fiscal year and cannot be exceeded except by subsequent amendments to the budget by the County's Board of Supervisors. A Balanced Budget is defined as a budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund (see fund structure chart on Page B-2).

The County uses an encumbrance system as an extension of normal budgetary accounting for the general, special revenue, and other debt service funds to assist in controlling expenditures. Under this system, purchase orders, contracts, and other commitments for the expenditure of monies are recorded in order to reserve that portion of applicable appropriations. Encumbrances outstanding at year-end are recorded as reservations of fund balance since they do not constitute expenditures or liabilities. Encumbrances are combined with expenditures for budgetary comparison purposes. Unencumbered appropriations lapse at year-end. Encumbered appropriations are carried forward in the ensuing year's budget.

The budget approved by the Board of Supervisors for the General Fund includes budgeted expenditures and reimbursements for amounts disbursed to or received from other County funds. Revenues received from other County funds for reimbursement of services are generally budgeted in Interfund Revenues, such as facilities maintenance. Transfers to and from other County funds to provide reimbursement of costs are generally budgeted in Other Financing Uses or Other Financing Sources.

The budgets for governmental funds, such as the General Fund, may include an object level known as "intrafund transfers" in the charges to appropriations. This object level is an accounting mechanism used by the County to show reimbursements between operations within the same fund. An example of an intrafund transfer would be a General Fund department, such as the Sheriff's Office, reimbursing the Facilities Maintenance Section of Public Works - this would represent a transfer between General Fund budget units for services performed.

The amounts reported on the budgetary basis differ from the basis used to present the basic financial statements in accordance with accounting principles generally accepted in the United States of America (GAAP). Annual budgets are prepared on the modified accrual basis of accounting except that current year encumbrances are budgeted as expenditures, certain transactions are accounted for in different periods between budgetary and GAAP reporting basis, and transactions from sub-funds reclassified from County Agency funds are reported in GAAP reporting basis. The financial statements are reported on the modified accrual basis for governmental funds (i.e., General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund and Special District Funds) and on the full accrual basis for proprietary funds (i.e., Enterprise Funds and Internal Service Funds) and fiduciary funds (i.e., Investment and Pension Trust Funds). See the Glossary of Budget Terms in Section 8 of this budget document for definitions of accrual, accrual accounting, and modified accrual.

Budget Calendar / Key Dates

At the start of the budget cycle, an extensive calendar is prepared detailing all of the key dates from December through October. The following schedule is a list of the key dates that was distributed to Department Heads and Fiscal Officers at the start of the FY 2007-08 and 2008-09 budget development cycle.

Key Budget Meetings/Deliverables	2007 Dates
Year-End Estimates due from departments	January 8
Fiscal Officers Meeting: Budget Kick-Off (Board Chambers)	January 17
Mid-Year Budget Status (Board Report)	February 6
Net County Cost Targets to departments	February 13
Mid-Year Performance Data due from departments	February 15
Program Plans due from departments	February 16
Preliminary Department Budget Meetings with County Manager	March 5-9
Program Budgets/Overviews due from departments	April 6
Mid-Year Performance Status (Board Report)	April 10
Final Department Budget Meetings with County Manager	April 23-27
Year 2 Budgets due from Departments seven days after final budget meeting	April 30-May 4
Recommended Budget to Board (also on County website)	May 25
Recommended Budget Hearings	June 25-27
Year-End Analysis/Final Fund Balances due from departments	August 10
Year-End Performance Data due from departments	August 17
Final Budget Hearings/September Revisions	September 25
Year-End Performance Status (Board Report)	October 16
Adopted Budget available	November 1

Budget Units (Appropriation Authority Level)

The following schedule on the next two pages lists the budget units that require a separate legal appropriation from the Board of Supervisors.

BUDGETS	Budget Unit	
	Number	Budget Unit Level
ADMINISTRATION AND FISCAL		
Board of Supervisors-District 1	1110B	Division
Board of Supervisors-District 2	1120B	Division
Board of Supervisors-District 3	1130B	Division
Board of Supervisors-District 4	1140B	Division
Board of Supervisors-District 5	1150B	Division
County Manager/Clerk of the Board	1200B	Department
Assessor-County Clerk-Recorder	1300D	Department
Controller's Office	1400B	Department
Treasurer-Tax Collector	1500B	Department
County Counsel	1600B	Department
Human Resources Department	1700B	Department
Information Services	1800B	Department
Grand Jury	1920B	Department
Retirement Office (Information Only)	2000B	Department
CRIMINAL JUSTICE		
District Attorney/Public Administrator	2510B	Department
County Support of the Courts	2700B	Department
Private Defender Program	2800B	Department
Sheriff's Office	3000B	Department
Message Switch	1940B	Department
Probation	3200D	Department
Coroner's Office	3300B	Department
COMMUNITY SERVICES		
Office of Economic Development	1220B	Division
Public Safety Communications	1240B	Division
Structural Fire Special Revenue Fund	3550B	Fund
Fire Protection Services	3580B	Department
County Service Area #1	3560B	Fund
LAFCo	3570B	Department
County Library	3700B	Department
Planning and Building	3800B	Department
Parks Department	3900B	Department
Fish and Game Propagation	3950B	Fund
Off-Highway Vehicle License Fees	3960B	Fund
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department

BUDGETS	Budget Unit Number	Budget Unit Level
COMMUNITY SERVICES (Continued)		
Public Works Administrative Services	4510P	Division
Engineering Services	4600P	Division
Facilities Services	4730P	Division
Road Construction and Operations	4520B	Division
Construction Services	4740B	Division
Vehicle and Equipment Services	4760B	Division
Waste Management	4820B	Division
Transportation Services	4830B	Division
Utilities/Special Districts	4840B	Division
Airports	4850B	Division
Department of Housing	7900B	Department
HEALTH		
Health Services Administration	5500B	Division
Health Policy and Planning	5550B	Division
Emergency Medical Services	5600B	Division
Emergency Medical Services Fund	5630B	Division
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Division
IHSS General Fund Contribution	6900B	Division
Environmental Health	5900B	Division
Mental Health Services	6100B	Division
Public Health Services	6200B	Division
Family Health Services	6240B	Division
Correctional Services	6300B	Division
Agricultural Commissioner/Sealer	6500B	Division
Medical Center Operating Budget	6600D	Department
Medical Center Capital Purchases	6750D	Department
Contributions to Medical Center	5850D	Department
CHILDREN, YOUTH AND FAMILY SERVICES		
First 5 San Mateo County (Information Only)	1950B	Department
Department of Child Support Services	2600B	Department
Human Services Agency	7000D	Department
NON-DEPARTMENTAL		
Non-Departmental Services-Gen Fund	8000B	Department
Sergeants/Teamsters Retiree Health Fund	8050B	Fund
Appropriation for Contingencies	8100B	Department
Accumulated Capital Outlay Fund	8200B	Fund
Courthouse Construction Fund	8300B	Fund
Criminal Justice Facilities Fund	8400B	Fund
Capital Projects Fund	8500D	Fund
Debt Service Fund	8900B	Fund

Administration & Fiscal



Recommended Budget

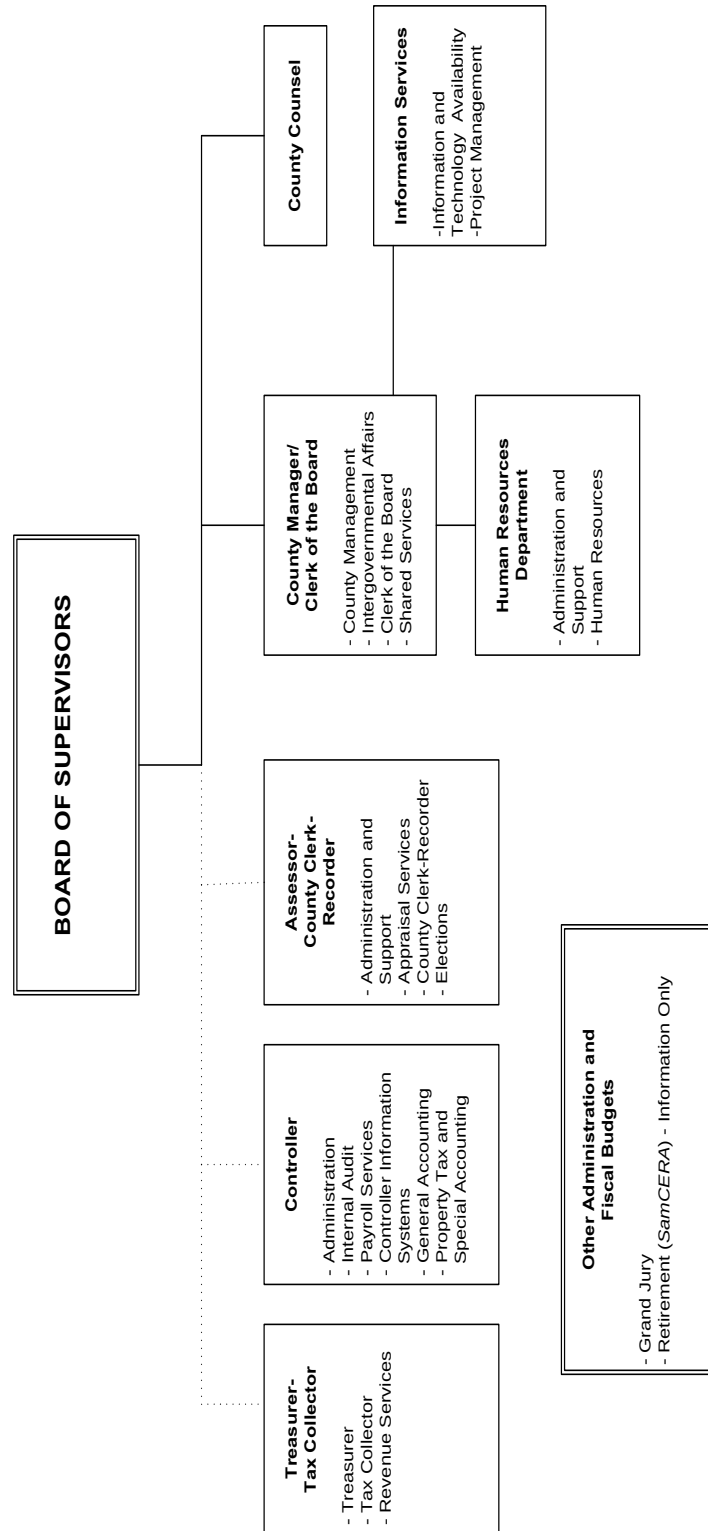
FY 2007-08

FY 2008-09



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

ADMINISTRATION AND FISCAL



Administration and Fiscal FY 2007-08 and 2008-09 All Funds Summary

Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
Board of Supervisors	1,984,520	2,014,427	2,856,790	3,194,132	337,342	3,155,925
County Manager/Clerk of the Board	5,393,372	6,122,160	8,208,287	8,995,157	786,870	9,039,761
Assessor-County Clerk-Recorder	19,997,472	20,184,440	28,811,666	18,780,705	(10,030,961)	19,122,474
Controller's Office	6,226,289	5,539,035	6,601,843	7,016,515	414,672	7,214,407
Treasurer - Tax Collector	6,166,346	6,182,314	8,459,980	8,900,742	440,762	9,036,279
County Counsel	5,005,328	5,912,486	6,534,865	6,829,974	295,109	7,116,559
Human Resources Department	6,621,313	6,778,519	8,507,360	8,619,193	111,833	8,785,263
Information Services Department	15,683,905	17,477,868	25,435,992	20,518,197	(4,917,795)	17,277,004
Grand Jury	431,356	583,413	547,968	547,968		547,968
Total General Fund	67,509,900	70,794,664	95,964,751	83,402,583	(12,562,168)	81,295,640
Total Requirements	67,509,900	70,794,664	95,964,751	83,402,583	(12,562,168)	81,295,640
Total Sources	51,947,168	54,140,596	68,397,914	52,924,201	(15,473,713)	49,339,622
Net County Cost	15,562,732	16,654,068	27,566,837	30,478,382	2,911,545	31,956,018

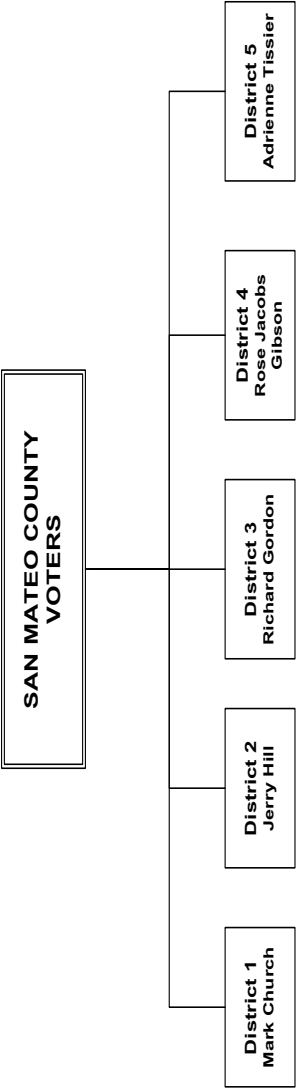
AUTHORIZED POSITIONS

Salary Resolution	509.0	507.0	534.0	542.0	8.0	542.0
Funded FTE	496.7	491.2	520.3	532.6	12.3	532.6

FOR INFORMATION ONLY:

Retirement Office (SamCERA)	2,213,758	2,102,888	2,927,828	3,475,143	547,315	3,549,857

BOARD OF SUPERVISORS



Board of Supervisors (1100D)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	502	4,035				
Total Revenue	502	4,035				
Fund Balance	75,058	60,785	79,266	303,883	224,617	183,547
TOTAL SOURCES	75,560	64,820	79,266	303,883	224,617	183,547
REQUIREMENTS						
Salaries and Benefits	1,589,017	1,635,457	2,447,351	2,647,752	200,401	2,702,474
Services and Supplies	214,075	168,664	199,461	227,455	27,994	205,188
Other Charges	142,769	149,520	152,871	165,399	12,528	165,399
Net Appropriations	1,945,861	1,953,642	2,799,683	3,040,606	240,923	3,073,061
Contingencies/Dept Reserves	38,659	60,785	57,107	153,526	96,419	82,864
TOTAL REQUIREMENTS	1,984,520	2,014,427	2,856,790	3,194,132	337,342	3,155,925
NET COUNTY COST	1,908,960	1,949,607	2,777,524	2,890,249	112,725	2,972,378
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	20.0	20.0		20.0
Funded FTE	15.0	15.0	20.0	20.0		20.0

Budget Unit Locator

County

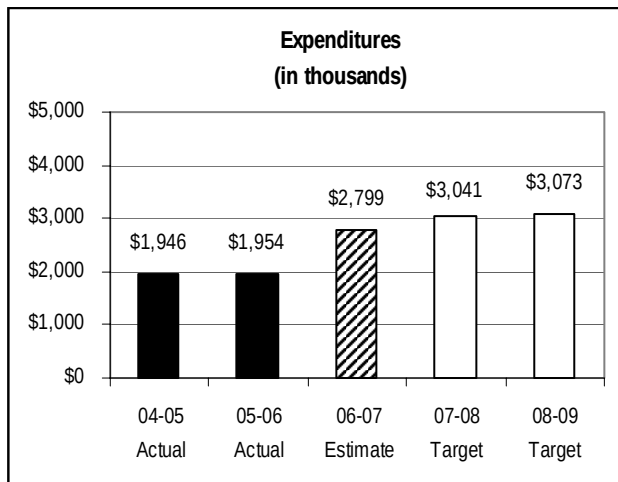
Administration and Fiscal

▷ Board of Supervisors

County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 Human Resources
 Information Services Department
 Grand Jury
 Retirement (SamCERA)

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.



Net County Cost

The portion of this budget unit's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,890,249 or 90.5%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases; annualization of negotiated labor increases; increased service charges; and an increase of fund balance and reserves.

Revenue/Sources	224,617
Appropriations	240,923
Intrafund Transfers	0
Reserves	96,419
Net County Cost	112,725
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor and merit increases; reduction of fund balance; and decreases in appropriations and Reserves to meet Net County Cost target.

Revenue/Sources	(120,336)
Appropriations	(49,674)
Intrafund Transfers	0
Reserves	(70,662)
Net County Cost	0
Positions	0

BOS District 1 (1110B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	63	465				
Total Revenue	63	465				
Fund Balance	21,116	7,992	23,552	89,463	65,911	64,508
TOTAL SOURCES	21,179	8,457	23,552	89,463	65,911	64,508
REQUIREMENTS						
Salaries and Benefits	322,939	304,746	488,727	520,529	31,802	532,988
Services and Supplies	42,343	41,087	45,048	50,239	5,191	50,239
Other Charges	28,203	28,682	30,953	32,663	1,710	32,663
Net Appropriations	393,486	374,515	564,728	603,431	38,703	615,890
Contingencies/Dept Reserves	7,789	7,992	11,044	52,000	40,956	27,045
TOTAL REQUIREMENTS	401,275	382,507	575,772	655,431	79,659	642,935
NET COUNTY COST	380,096	374,050	552,220	565,968	13,748	578,427
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 2 (1120B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance	7,846	7,736	621	36,265	35,644	22,374
TOTAL SOURCES	7,846	7,736	621	36,265	35,644	22,374
REQUIREMENTS						
Salaries and Benefits	331,269	343,574	478,226	537,481	59,255	561,785
Services and Supplies	31,337	27,073	27,488	32,900	5,412	30,808
Other Charges	28,102	29,609	29,335	33,009	3,674	33,009
Net Appropriations	390,708	400,256	535,049	603,390	68,341	625,602
Contingencies/Dept Reserves	7,616	7,736	10,908	24,799	13,891	13,000
TOTAL REQUIREMENTS	398,324	407,992	545,957	628,189	82,232	638,602
NET COUNTY COST	390,478	400,256	545,336	591,924	46,588	616,228
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 3 (1130B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance	20,819	7,736	17,899	70,073	52,174	46,958
TOTAL SOURCES	20,819	7,736	17,899	70,073	52,174	46,958
REQUIREMENTS						
Salaries and Benefits	316,092	311,486	481,503	522,464	40,961	536,873
Services and Supplies	56,984	33,381	38,831	46,671	7,840	46,671
Other Charges	28,230	28,378	30,437	32,819	2,382	32,819
Net Appropriations	401,305	373,244	550,771	601,954	51,183	616,363
Contingencies/Dept Reserves	7,616	7,736	10,875	39,934	29,059	16,819
TOTAL REQUIREMENTS	408,921	380,980	561,646	641,888	80,242	633,182
NET COUNTY COST	388,102	373,244	543,747	571,815	28,068	586,224
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 4 (1140B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

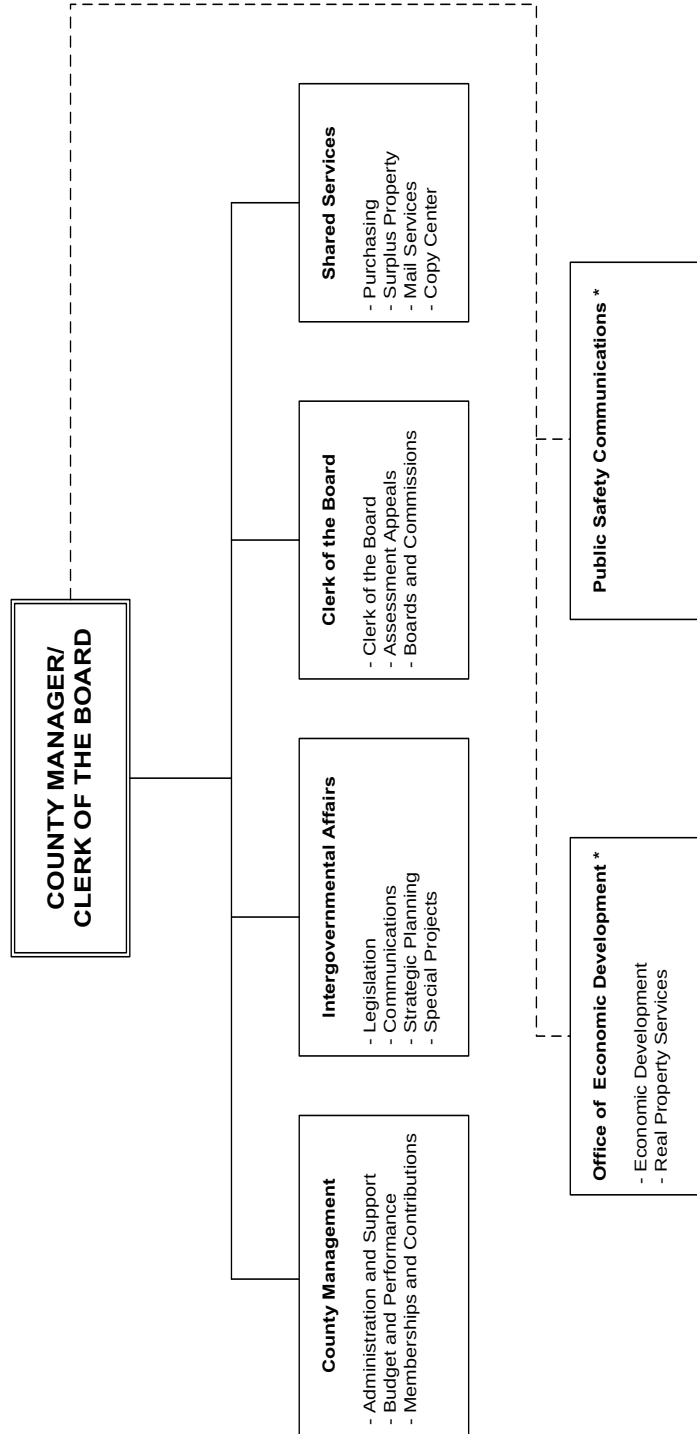
	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance	12,632	29,035	34,901	81,264	46,363	47,086
TOTAL SOURCES	12,632	29,035	34,901	81,264	46,363	47,086
REQUIREMENTS						
Salaries and Benefits	286,949	314,221	488,124	536,315	48,191	544,679
Services and Supplies	36,414	35,057	57,156	62,100	4,944	46,084
Other Charges	28,871	29,699	30,548	33,167	2,619	33,167
Net Appropriations	352,234	378,978	575,828	631,582	55,754	623,930
Contingencies/Dept Reserves	7,616	29,035	12,458	24,643	12,185	13,000
TOTAL REQUIREMENTS	359,850	408,013	588,286	656,225	67,939	636,930
NET COUNTY COST	347,218	378,978	553,385	574,961	21,576	589,844
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 5 (1150B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	439	3,570				
Total Revenue	439	3,570				
Fund Balance	12,645	8,286	2,293	26,818	24,525	2,621
TOTAL SOURCES	13,084	11,856	2,293	26,818	24,525	2,621
REQUIREMENTS						
Salaries and Benefits	331,768	361,431	510,771	530,963	20,192	526,149
Services and Supplies	46,997	32,065	30,938	35,545	4,607	31,386
Other Charges	29,362	33,153	31,598	33,741	2,143	33,741
Net Appropriations	408,127	426,649	573,307	600,249	26,942	591,276
Contingencies/Dept Reserves	8,022	8,286	11,822	12,150	328	13,000
TOTAL REQUIREMENTS	416,149	434,935	585,129	612,399	27,270	604,276
NET COUNTY COST	403,065	423,079	582,836	585,581	2,745	601,655
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

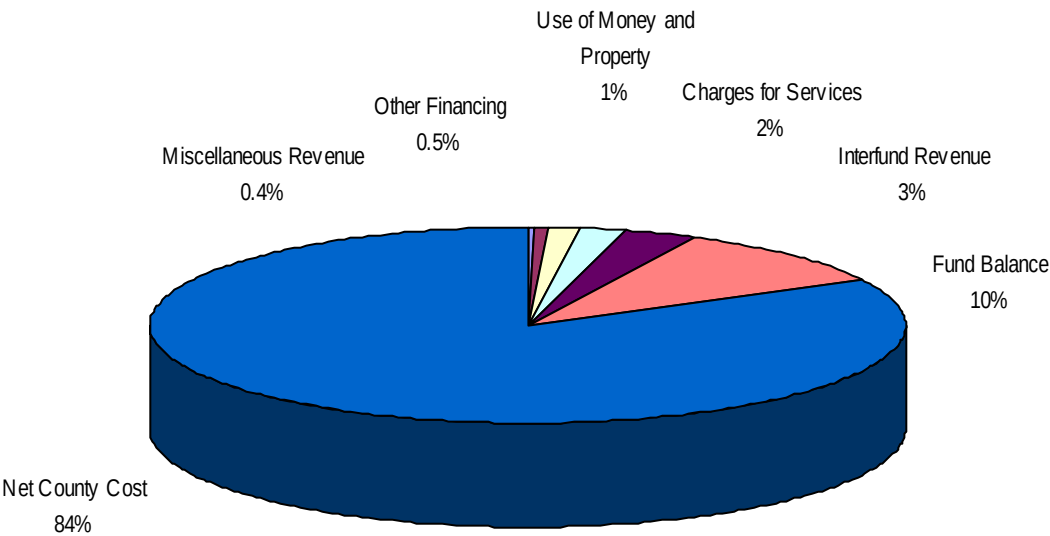
COUNTY MANAGER/CLERK OF THE BOARD



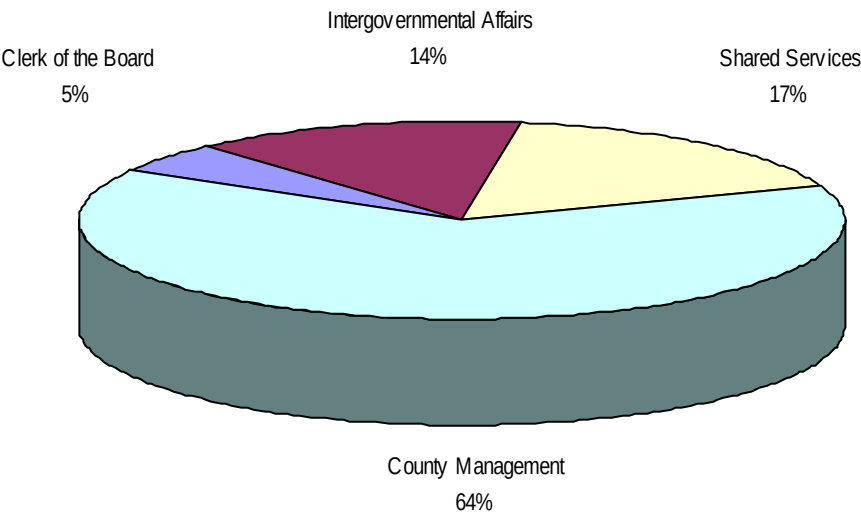
* These programs appear in the Community Services section

County Manager/Clerk of the Board

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

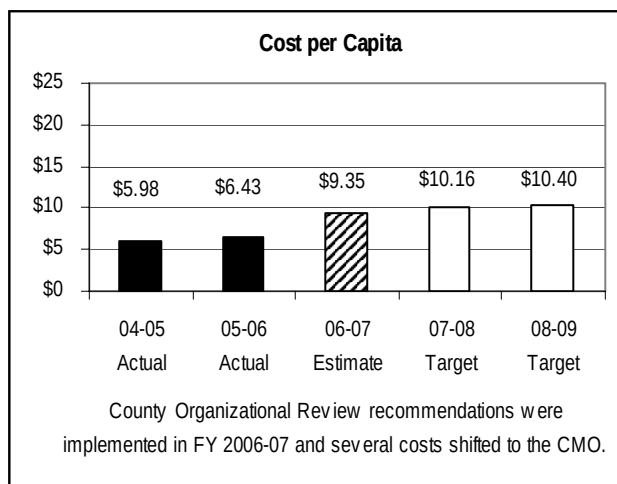
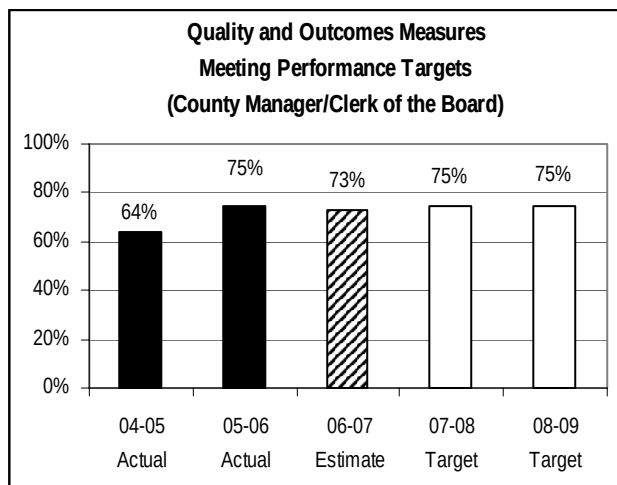
County

Administration and Fiscal
Board of Supervisors

► **County Manager/Clerk of the Board**

Assessor-County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
County Counsel
Human Resources
Information Services Department
Grand Jury
Retirement (SamCERA)

Department Measures



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 the County budget and monitoring

financial and operational performance; administering the legislative program and coordinating Countywide public affairs and events; preparing agenda items and providing support to the Board for its public meetings; providing high quality dispatch and communications services to the public and public safety agencies; and procuring quality goods and services, distributing internal and U.S. Mail and providing copying services for County departments.

Contributions to Shared Vision 2010 (Fiscal Years 2000-2006)

PEOPLE

Realize the Potential of Our Diverse Population

• **Shared Vision 2010 and Progress Measure 2005 Report**

Intergovernmental and Public Affairs played a major role in carrying out the County's Shared Vision 2010 community process led by the Board of Supervisors. This included eight community forums conducted throughout the county in 1999-2000, which engaged broad community participation and resulted in the Board's adoption of 10 commitments and 25 goals. In 2005, the Update of Progress Measures 2005 report, a report card and an accounting of the initiatives that have been undertaken which contribute to the Shared Vision goals, was prepared to provide a summary of progress since 2000.

• **Citizens Academy/Boards and Commissions**

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 offering Citizens Academy. PenTV provides educational programming including the airing of Board of Supervisors meetings. The Clerk of the Board provides information and processes applications of Citizens Academy graduates and other residents who are interested in serving on County Boards and Commissions.

Ensure Basic Health and Safety for All

• **Dispatching Services**

Public Safety Communications was awarded certification as a nationally recognized "Center of Excellence" in Emergency Medical Dispatch for ensuring quality patient care and efficient resource utilization. Technological improvements implemented in the Communications Center have enhanced the dispatching system's reliability and improved customer services. The improvements included the implementation of 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 the City of Redwood City. In addition, the Dispatch Center also implemented communications protocols for a Countywide Electronic Tracking System by law enforcement in apprehension of bank robbers. Dispatch services were also expanded to include all County fire stations and the City of South San

Francisco, thereby completing countywide fire services communications consolidation.

PLACE

Preserve and Provide People Access to our Natural Environment

• **Environmental Purchasing Policy**

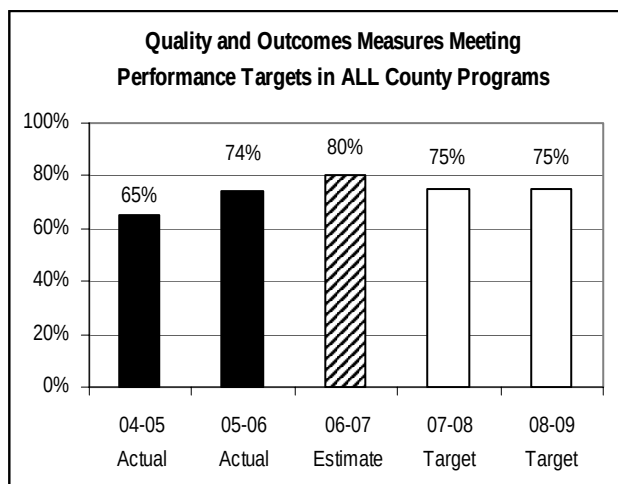
The Purchasing Unit of Shared Services expanded environmentally-friendly programs by implementing an Environmental Purchasing Policy to encourage and increase the use of environmentally preferable products and services. Since FY 2003-04, fuel-efficient electric/gas hybrid vehicles have been purchased for Public Works for the County fleet, saving departments money and preserving natural resources.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

• **Outcome-Based Management (OBM)**

Budget and Performance began implementing the Outcome-Based Management (OBM) system in 2000 to integrate the County's Shared Vision 2010 commitments and goals into the planning, priority-setting, performance measurement and resource allocation processes of County departments. OBM results in program plans and budgets that are in alignment with County goals, as well as operational and financial performance measures that are used to track progress toward goal achievement.



Major Accomplishments in FY 2006-07

Realize the Potential of Our Diverse Population

- Partnered with the Planning Department to host "Imagine North Fair Oaks", three community workshops in North Fair Oaks to provide residents and business owners an opportunity to discuss, plan and develop a shared vision for the future
- Responded to Youth Commission recommendations to increase youth participation in County boards and commissions and

provide opportunities to build positive relationships with adults by initiating plans to host a Youth Mentoring Fair

- Began establishing a diverse community steering committee composed of residents, business, non-profits, faith groups, schools and other agencies to develop a process to update the Shared Vision 2010 commitments and goals

Ensure Basic Health and Safety for All

- Opened the new Youth Services Center
- Determined baseline numbers of residents eligible for medically indigent healthcare and related costs
- Negotiated a long-term lease for consolidation of Health Department functions in San Mateo
- Began needs assessment to address jail overcrowding at the Maguire Correctional Facility and the Women's Correctional Center and re-entry needs of released inmates
- Procured, tested and installed the Computer Aided Dispatch and Message Switch hardware, resulting in improved system reliability

Responsive, Effective and Collaborative Government

- Launched the County STARS Program to recognize County programs for outstanding performance and customer service
- Began providing "Board News" to improve internal and external communications
- Implemented a pilot Core Competency Development Program for Management Analysts with training and mentoring components
- Completed hiring for the reorganized executive team structure
- Led the County Review Team to conduct the management review of the Department of Housing
- Established preliminary procedures for implementing five standing Board Committees

Major Issues to be Addressed

- **Structural Budget Deficit**—Growth in salaries and benefits, costs associated with operations and debt service for the new Youth Services Center, and continued contributions to the San Mateo Medical Center and subsidies to other funds such as Fire and Crystal Springs Sanitation, are quickly outpacing growth in ongoing General Fund revenue such as property and sales tax. Reserves and excess Education Revenue Augmentation Funds (ERAF) have been used to balance the budget to minimize the impact on direct services. These funds will soon be needed for repairs and improvements to aging County facilities, construction and maintenance of new facilities, upgrades to technology and other infrastructure, and contributions toward unfunded retiree health liabilities.
- **Medical Center Finances and Indigent Healthcare**—The General Fund continues to provide additional contributions and loans toward the operations of the Medical Center because other payor sources are insufficient to cover operating costs. It is estimated that the County's financial obligation for indigent healthcare is \$25 million to \$35 million. The General Fund contributes more than twice this amount at over \$70 million. To

ensure that the County is being fiscally responsible in meeting its mandate to provide healthcare to indigent residents, it is critical to find alternatives to providing healthcare for this population in order to focus limited County resources where they are needed most.

- **Succession Planning**—A significant percentage of the County's executive and mid-level managers are now eligible to retire, and projections indicate that a quarter of all County employees will be retiring in the next five years. This will result in the loss of institutional knowledge and highly experienced managers and staff, emphasizing the need for the County to retain and develop existing employees, involve new managers in Countywide planning processes and workgroups, improve process documentation, and explore other solutions to ensure smooth transitions.

Key Department Initiatives

1. Medically Indigent Healthcare

Major Issues to be Addressed:

- General Fund contributions and loans to the Medical Center continue to increase to cover the gap between revenues and expenditures as a result of rising costs to provide healthcare and insufficient revenues from payor sources.
- The estimated annual cost to meet the County's mandate under Section 17000 of the Welfare and Institutions Code to provide healthcare to medically indigent residents is \$25 million to \$35 million, but the General Fund is contributing more than \$70 million.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goal:

- Create a long-term financially viable business model for providing healthcare to the County's medically indigent residents

Objectives:

- Eliminate self-declaration process and establish full screening process that requires proof of income, assets and county residency to qualify for financial assistance at Medical Center facilities
- Develop estimates of the County's financial obligation to meet its Section 17000 mandate
- Develop other alternatives for the provision of services to medically indigent residents
- Begin implementation of selected alternatives to provide medically indigent healthcare

Major Milestones:

- Modified One-e-App Web-based application processing tool to screen eligibility for Adult Medi-Cal and the County's WELL Program, in addition to children's health programs including Healthy Families and Healthy Kids (October 2005)

- Developed new financial assistance policies containing eligibility criteria with input from the Medical Center, Health Department, Human Services Agency and healthcare advocacy groups (December 2005)
- Eliminated self-declaration process and implemented use of One-e-App at all Medical Center facilities, the Health Department, Human Services Agency and community-based organizations, for a total of 25 sites (January 2006)
- Determined estimate of financial obligation to meet Section 17000 mandate (April 2007)

Partners:

- Blue Ribbon Task Force – Adult Healthcare Coverage Expansion
- San Mateo Medical Center
- Health Department
- Human Services Agency
- Health Plan of San Mateo
- Information Services Department
- Revenue Services/Treasurer's Office
- County Counsel
- Controller's Office

FY 2007-08 Budget Impact:

Funds have been included for consulting services to develop five-year projections for current service lines and alternative models to provide indigent healthcare. This work should be completed by January 2008. An increase of \$1.1 million to fund the annualized ongoing costs to permanently staff the adult screening, verification and audit processes and additional modifications to the One-e-App system, have been set aside in Non-Departmental Services until final staffing structure and cost estimates are developed. These funds will be distributed to the Medical Center, Health Department, Human Services Agency, and Information Services Department as part of June Revisions.

2. Shared Vision 2025 Community Process

Major Issues to be Addressed:

- It has been almost 10 years since the County began planning for the Shared Vision 2010 process that established long-term commitments and goals for the community.
- Management turnover in departments provides an opportunity to involve new managers in Countywide planning processes.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goal:

- Engage broad and diverse participation from the community to provide a comprehensive review and update of the Shared Vision 2010 commitments and goals

Objectives:

- Complete the Shared Vision 2025 community forums by Fall 2007
- Develop strategic action plans for implementation beginning in 2008

Major Milestones:

- Engaged Collaborative Economics to assist the Board in a new community visioning process (January 2007)
- Establish a diverse community steering committee composed of residents, business, non-profits, faith groups, schools and other agencies to develop a process to update the Shared Vision 2010 commitments and goals
- Prepare a briefing book to initiate the vision process
- Conduct five community forums
- Complete Shared Vision update and prepare strategic action plans

Partners:

- San Mateo County residents
- Businesses
- Non-profit organizations
- Faith groups
- Schools
- County departments
- Other agencies

3. Implementation of Board Committee Structure**Major Issues to be Addressed:**

- Currently, Board members are required to serve on more than 50 regional, sub-regional and County boards, as well as commissions, committees, ad hoc and subcommittees – some duplicative and often narrowly focused.
- The number of existing subcommittees makes the public decision-making process inefficient and creates an environment that is not conducive to increasing participation and collaboration among stakeholders.
- There are issues that need more in-depth discussion to ensure successful County implementation and involvement of affected departments.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Make the Board committee process more efficient, effective and publicly accountable
- Reduce the number of subcommittees and create a new structure to improve the direction, coordination and focus of the public decision-making process for the county's increasingly complex issues, programs and services

Objectives:

- Implement new Board Committee process by September 25, 2007 Board meeting

Major Milestones:

- Introduced Board Committee structure creating five new standing committees (March 2007)
- Obtained Board approval on the creation of five Board Committees – Criminal Justice, Environmental Quality, Finance and Operations, Legislative, and Housing, Health and Human Services (April 2007)
- Obtain Board approval on committee assignments and regular meeting dates (May 2007)
- Develop revised agenda process and meet with departments to obtain feedback (May 2007)
- Conduct training of County staff on new Board Committee structure and agenda process (July-September 2007)
- Implement new process for September 25, 2007 Board meeting
- Conduct debriefing session and prepare Board report with recommendations for process improvements (March 2008)

Partners:

- Board of Supervisors and staff
- County Counsel
- Departmental Agenda Coordinators

FY 2007-08 Budget Impact:

Public notice requirements represent the single largest cost associated with creating standing committees. Five committees meeting twice a month would result in an estimated \$25,000 in General Fund cost for legal notices. Existing County Manager/Clerk of the Board and County Counsel staff would provide support.

Other Significant Objectives by Program

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

- County Management
- Clerk of the Board
- Economic Development/Real Property Services
- Intergovernmental and Public Affairs
- Public Safety Communications
- Shared Services

The following program objectives will significantly contribute to Departmental success (additional program level objectives are included in individual Program Plans):

County Management

- Staff Board efforts to address jail overcrowding and re-entry needs and adult healthcare coverage expansion
- Develop County Fee Policy in collaboration with Fiscal Officers
- Develop Five-Year County Capital Improvement Plan in collaboration with Public Works
- Finalize Information Technology (IT) Strategic Plan and set Countywide IT priorities

-
- Implement Succession Planning priorities and continue Rotational Analyst Program

Clerk of the Board

- Provide support to new Board Committees
- Continue to implement recommended improvements to Boards and Commissions reappointment and recruitment processes
- Explore additional electronic document management opportunities

Economic Development/Real Property

- Negotiate terms of the transfer of the Hall of Justice to State Administrative Office of the Courts
- Distribute customer surveys and develop a plan to improve services

Intergovernmental and Public Affairs

- Implement recommendations from Internal and External Communications Task Forces
- Conduct Shared Vision 2025 community process and prepare strategic action plans

Public Safety Communications

- Implement automated telephone system to support 9-1-1 wireless calls and digital mapping software
- Explore funding options for implementing a Law Enforcement Back-up Communications Center

Shared Services

- Increase the number of co-operative agreements and Invitations to Bid to reduce cost of purchases
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Increase the use of online purchases of office supplies

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	120,025	134,173	131,000	131,000		131,000
Charges for Services	31,835	275,508	170,053	169,115	(938)	169,115
Interfund Revenue	406,821	502,010	563,987	275,132	(288,855)	268,072
Miscellaneous Revenue	105,524	73,528	21,000	36,000	15,000	36,000
Other Financing Sources	2,897	101,467	41,000	40,500	(500)	40,500
Total Revenue	667,102	1,086,686	927,040	651,747	(275,293)	644,687
Fund Balance	251,085	487,122	664,974	891,625	226,651	886,625
TOTAL SOURCES	918,187	1,573,808	1,592,014	1,543,372	(48,642)	1,531,312
REQUIREMENTS						
Salaries and Benefits	3,536,545	3,667,205	5,186,394	5,627,172	440,778	5,815,836
Services and Supplies	742,294	1,039,929	1,168,189	1,589,862	421,673	1,589,862
Other Charges	1,610,001	1,990,498	2,328,897	2,036,796	(292,101)	1,897,736
Fixed Assets	5,398	7,471		5,000	5,000	
Gross Appropriations	5,894,237	6,705,103	8,683,480	9,258,830	575,350	9,303,434
Intrafund Transfers	(572,815)	(779,352)	(723,612)	(676,249)	47,363	(676,249)
Net Appropriations	5,321,422	5,925,751	7,959,868	8,582,581	622,713	8,627,185
Contingencies/Dept Reserves	71,950	196,409	248,419	412,576	164,157	412,576
TOTAL REQUIREMENTS	5,393,372	6,122,160	8,208,287	8,995,157	786,870	9,039,761
NET COUNTY COST	4,475,186	4,548,353	6,616,273	7,451,785	835,512	7,508,449
AUTHORIZED POSITIONS						
Salary Resolution	34.0	34.0	40.0	40.0		40.0
Funded FTE	33.0	32.5	39.0	39.5	0.5	39.5

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$48,642 or 3.1% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of \$938 in this funding source due to a decrease in miscellaneous reimbursements in the Clerk of the Board budget in the amount of \$4,750. This decrease is partially offset with an increase in the amount of \$3,812 for reimbursement from PenTV JPA members for increased salary and benefits costs for the Media Coordinator position responsible for PenTV activities.

Interfund Revenue

There is a net decrease of \$288,855 in this funding source due to the elimination of one-time revenue in the amount of \$110,000 in the Memberships and Contributions budget for the Peninsula Policy Partnership and Middlefield Road Cultural Festival; a reduction of \$3,529 in reimbursement for PenTV JPA membership dues; a reduction in the amount of \$143,326 for reimbursement from the Capital Projects budget for the cost of support from the County Manager's Office for countywide projects; and a reduction in reimbursements in the amount of \$32,000 in Shared Services.

Miscellaneous Revenue

There is an increase of \$15,000 in this funding source due to increased reimbursements for the sale of surplus property in Shared Services.

Other Financing Sources

There is a net decrease of \$500 in this funding source due to a decrease in the amount of \$2,000 for reimbursement from the Courts for the cost of the shared Criminal Justice Information System (CJIS) Information Technology Manager position. An increase in the amount of \$1,500 in Shared Services partially offsets this decrease.

Fund Balance

There is a net increase of \$226,651 in this funding source due to savings in operating costs and vacant positions not filled until later in FY 2006-07.

TOTAL REQUIREMENTS

Total Requirements increased by \$786,870 or 9.6% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$440,778 in this expenditure category primarily due to merit increases and negotiated labor increases for County Management in the amount of \$298,171; Intergovernmental Affairs in the amount of \$67,858; Clerk of the Board in the amount of \$23,661; and Shared Services in the amount of \$51,088.

Services and Supplies

There is a net increase of \$421,673 in this expenditure category primarily due to implementation costs in the amount of \$351,000 for the Internal and External County Communications Task Force recommendations approved by the Board of Supervisors in March 2007 and miscellaneous adjustments in the amount of \$70,673.

Other Charges

There is a net decrease of \$292,101 in this expenditure category primarily due to reductions in the Memberships and Contributions budget for one-time items. Reductions more than offset increases in ongoing service charges from other County departments.

Fixed Assets

There is an increase of \$5,000 in this expenditure category for the purchase of a shrink wrap machine to replace the existing machine that has been in use for the last thirty-five years.

Intrafund Transfers

There is a net decrease of \$47,363 in expenditure reimbursements due to a decrease in reimbursement in the amount of \$47,015 from Capital Projects and Real Property Services for support time and services no longer provided; a combined decrease in the amount \$6,000 from the Sheriff's Office, District Attorney's Office, and the Probation Department as a result of decreased costs for the CJIS Information Technology Manager position; and a decrease in the amount of \$3,312 in Shared Services for miscellaneous reimbursements. Decreases are partially offset with an increase in the amount of \$2,340 from the Human Services Agency for increased salary and benefit costs for the Management Analyst position in Intergovernmental Affairs.

Contingencies/Departmental Reserves

There is a net increase of \$164,157 primarily due to cost savings from unfilled positions and projects and purchases not completed in FY 2006-07. The balance in Reserves represents 4.8% of Net Appropriations, which exceeds the 2% County Reserves Policy requirements by \$240,924.

NET COUNTY COST

There is a net increase of \$835,5112 or 12.6% in this Department's General Fund allocation primarily due to negotiated labor increases and implementation costs for approved recommendations made by the Internal and External County Communications Task Force.

FY 2008-09 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$12,060 or 0.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Interfund Revenue

There is a decrease of \$7,060 due to a reduction in membership costs for the Pen TV Joint Powers Authority.

Fund Balance

There is a decrease of \$5,000 due to the use of Fund Balance in FY 2007-08 for a one-time purchase of a wrapping machine for Shared Services.

TOTAL REQUIREMENTS

Total Requirements increased by \$44,604 or 0.5% from the FY 2006-07 to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$188,664 in this expenditure category primarily due to merit increases and negotiated labor increases.

Other Charges

There is a net decrease of \$139,060 in this expenditure category primarily due to the elimination of one-time contributions in Memberships and Contributions.

Fixed Assets

There is a net decrease of \$5,000 in this expenditure category due to the elimination of one-time appropriation for the purchase of a wrapping machine for Shared Services.

Contingencies/Departmental Reserves

There is no change in the amount of Reserves. The balance in Reserves represents 4.8% of Net Appropriations, which exceeds the County Reserves Policy requirement by \$240,032.

NET COUNTY COST

There is net increase of \$56,664 or 0.8% in this Department's General Fund allocation primarily due to reductions in reimbursements in the amount of \$12,060 and increases in operating costs in the amount of \$44,604.

County Management (1210P)

Program Locator

County

Administration and Fiscal

County Manager/Clerk of the Board



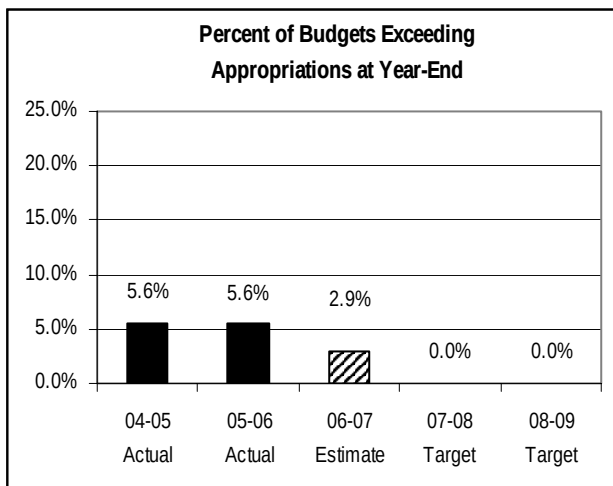
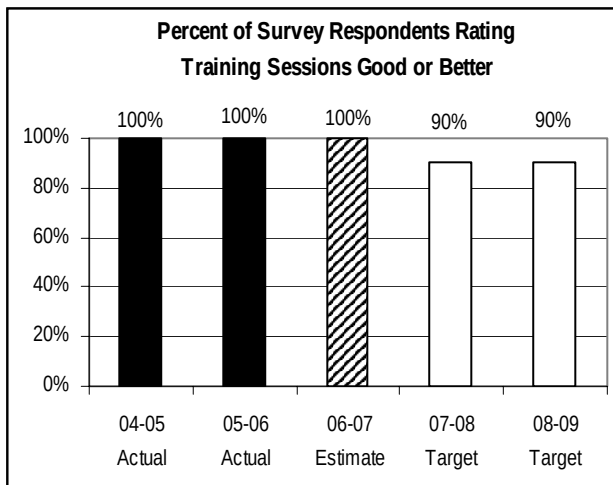
County Management

Intergovernmental Affairs

Clerk of the Board

Shared Services

Headline Measures



Program Outcome Statement

County Management provides leadership and direction to County departments, prepares and monitors the County budget, monitors program performance, oversees Intergovernmental and Public Affairs, Clerk of the Board, Public Safety Communications, Office of Economic Development, and Shared Services (Purchasing, Surplus Property, Mail and Copy Center) functions, to achieve County goals and implement policies set by the Board of Supervisors.

Services and Accomplishments

County Management includes Administration and Support and Budget and Performance functions of the County Manager/Clerk of the Board. These functions primarily contribute to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government. Major responsibilities include overseeing the preparation and administration of the County budget, monitoring performance of County programs, and coordinating the activities of other departments. This program also oversees the work of all other functions in the County Manager/Clerk of the Board department, including Intergovernmental and Public Affairs, Clerk of the Board, Economic Development/Real Property, Public Safety Communications, and Shared Services (Purchasing, Surplus Property, Mail Services, Copy Center), and administers contracts with the Bar Association for Private Defender or indigent defense services, and Cal Fire for fire protection services in unincorporated areas not in other fire protection districts and county service areas.

The following are major accomplishments in the current year:

- Opened the new Youth Services Center
- Began a needs assessment to address jail overcrowding and re-entry needs of released inmates
- Began implementation of the Succession Planning Task Force recommendations by setting priorities and establishing work groups
- Implemented a pilot Core Competency Development Program for Management Analysts with training and mentoring components
- Determined baseline numbers of eligible residents and cost estimates for medically indigent healthcare
- Launched the County STARS Program to recognize County programs for outstanding performance and customer service
- Led the County Review Team to conduct the management review of the Department of Housing
- Received the Government Finance Officer's Association (GFOA) Distinguished Budget Presentation award for the third consecutive year
- Created revenue database and draft County Fee Policy with Fiscal Officers to document methodology and create a framework for adjusting fees in compliance with statutes and ordinances

- Created web-based performance measures and contracts databases

Story Behind Performance

County Management leads efforts to improve performance in all County programs. Current year efforts include the management review of the Department of Housing, which generated recommendations toward operational efficiencies and improvements to communications with employees and clients. Jail overcrowding has affected performance throughout the criminal justice system, health and human services. A needs assessment is underway to address overcrowding at the Maguire Correctional Facility and the Women's Correctional Center, and meeting the re-entry needs of inmates after being released from custody.

Budget and Performance provides training to County staff on Outcome-Based Management, budget development and monitoring, position control, contracts, and other financial and performance management topics through the Fiscal Officer's Training Academy, Management Development and Mentoring Program, Core Competency Development Program for Management Analysts, and monthly Fiscal Officers meetings. County programs are estimated to end FY 2006-07 with 80% of Quality and Outcomes measures meeting performance targets. This represents a projected six percentage point improvement over last year. Training was provided to over 200 participants, with 100% indicating that the training sessions provided information that will improve the quality of their work. Performance improvement is expected to continue as more departments upgrade their business systems and gain more experience in performance data collection, analysis and reporting. The quality of decisions being made by managers significantly improves with the availability of regular and reliable performance data on operations and finances.

County Management also contributes to the Shared Vision goals by effectively managing the County's budget. Of the 69 budget units monitored, two or 2.9% are expected to require additional General Fund support by year-end: San Mateo Medical Center (\$5.5 million) and Fire Fund (\$740,000). To address the increasing levels of General Fund contributions to the Medical Center (SMMC), a pilot e-application screening and verification process was initiated in January 2006 to determine the number of medically indigent residents served by SMMC, as well as costs associated with providing their care. Approximately 9,000 medically indigent adults were provided services in 2006 at a cost of \$25 million to \$35 million, far less than the \$70 million in contributions from the General Fund. Efforts are underway to prepare five-year financial projections given existing service lines at the Medical Center to isolate those areas where the General Fund is subsidizing other payors. Recommended options to achieve a financially viable business model for providing medically indigent healthcare will then be developed in conjunction with other efforts, such as the Blue Ribbon Task Force, to expand coverage to low income adults and explore alternative uses of space at the hospital facility. This work should be done by January 2008 for implementation in FY 2008-09.

The Board Fire Services Subcommittee has been reviewing different alternatives to bring the Fire Fund into balance, including a parcel tax to be placed on the ballot next year in those unincorporated areas not within an existing fire protection district or county service area. Alternative service reductions will be identified that could be implemented if the tax is unsuccessful.

Major challenges over the next two years will be:

- To eliminate the structural budget deficit by 2013 so that growth in costs are manageable within growth in revenues
- To develop a financially viable business model for the provision of medically indigent healthcare

Program Objectives

County Management will meet performance targets by doing the following:

Maintain 0% of Budgets Exceeding Appropriations at Year- End

- Develop financially viable business model for the provision of indigent healthcare
- Develop tax alternatives to balance Fire Fund as well as service reduction alternatives if a tax is unsuccessful
- Continue regular budget monitoring and communication with departments showing unfavorable budget trends
- Continue State and Federal budget analysis and multi-year forecasting for early identification of major budget issues
- Develop Fee Policy to ensure ongoing fee updates where cost recovery is possible
- Continue to offer budget preparation and budget monitoring training

Achieve 75% of Quality and Outcomes Measures Meeting Performance Targets in All County Programs

- Staff Board efforts to address jail overcrowding and expand adult healthcare coverage
- Conduct second round of Management Reviews
- Continue STARS Awards Program to provide outcome-based and service quality incentives
- Increase use of performance benchmarking and improve performance methodology and process documentation
- Continue to offer performance management training
- Implement succession planning initiatives

Achieve an Overall Customer Satisfaction Rating of at Least 90% From Training Participants

- Incorporate department input and participation in developing learning objectives
- Meet with departments regarding training needs and modify current curriculum as needed
- Implement recruitment and training plan to bring in trainers and presenters from operating departments
- Coordinate the class schedule with the timing of program and budget deliverables
- Target appropriate participants and market classes through training brochures and multi-media announcements

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of budgets monitored	71	71	69	69	69
Number of performance measures monitored:					
- Quality and Outcomes measures	600	534	576	534	534
- Workload and other measures	503	482	432	482	482
Training sessions:					
- Number of sessions offered	15	15	12	15	15
- Number of participants	---	261	230	300	300
How Well We Do It (Quality)					
Percent of budgets exceeding appropriations at fiscal year-end	5.6%	5.6%	2.9%	0%	0%
Percent of survey respondents rating training sessions good or better	100%	100%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Amount and percent of General Fund Contingencies and Non-Departmental Reserves used during the fiscal year ⁽¹⁾	\$6.4 million / 6.9%	\$7.9 million / 4.9%	\$13.4 million / 8.2%	\$0 / 0%	\$0 / 0%
Number and percent <u>Quality and Outcomes</u> measures meeting performance targets	391 / 65%	447 / 74%	464 / 80%	401 / 75%	401 / 75%
Percent of survey respondents who indicated training sessions provided information that will improve the quality of their work	100%	100%	100%	100%	100%

⁽¹⁾ Total FY 2006-07 Adopted General Fund Contingencies and Non-Departmental Reserves was \$163.3 million. The Board approved the use of Reserves for the following: loan to Portola Valley for town hall construction (\$4 million); housing assistance loan for newly hired Assistant County Manager (\$1.5 million); purchase of 525 Marshall Street for future construction of new office building (\$1 million); Board of Supervisors and County Manager remodel project (\$600,000); and County STARS Awards Program (\$71,500). In addition, it is estimated that Reserves will be used for the following budgets by year-end: estimated shortfall for Medical Center (\$5.5 million); and estimated shortfall for Fire Fund (\$740,000).

County Management (1210P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	16.0	16.0	17.0	17.0		17.0
Funded FTE	16.0	15.0	16.5	17.0	0.5	17.0
Total Requirements	3,531,857	4,110,161	5,570,213	5,771,080	200,867	5,722,985
Total Sources	605,893	1,092,500	1,186,058	1,122,341	(63,717)	1,115,281
Net County Cost	2,925,964	3,017,661	4,384,155	4,648,739	264,584	4,607,704
NCC Breakdown						
A-87 Cost Plan			271,612	225,557	(46,055)	225,557
Mandated Services			1,370,486	1,411,045	40,559	1,411,045
Non-Mandated Services			2,742,057	3,012,137	270,080	2,971,102

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,648,739 or 80.6%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as the following Non-Mandated Services: County memberships and contributions.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; and miscellaneous increases in operating costs. Reductions in memberships and contributions for the elimination of one-time projects and contributions partially offset increases. Reductions in reimbursement revenues are partially offset with an increase in Fund Balance generated by vacant positions and reductions in operating costs. A reduction in reimbursements through Intrafund Transfers reflects a reduction in support services provided to Real Property Services and Capital Projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(63,717)	10,208	53,015	137,644	264,584	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increase; negotiated labor increases; and a reduction in reimbursement revenue and membership costs for the PenTV Joint Powers Authority.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(7,060)	46,270	0	0	53,330	0

County Memberships and Contributions

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

ORGANIZATION	Revised FY 2006-07	Recommended FY 2007-08	Change	Recommended 2008-09
Memberships:				
Association of Bay Area Governments (ABAG)	\$62,686	\$64,931	\$2,245	\$64,931
California Administrative Officers Association (CAOA)	3,982	3,982	0	3,982
California State Association of Counties (CSAC)	89,997	92,729	2,732	92,729
City/County Association of Governments (C/CAG)	21,295	22,395	1,100	22,395
National Association of Counties (NACO)	13,508	14,525	1,017	14,525
Urban County Caucus (UCC)	30,000	30,000	0	30,000
Memberships Total	221,468	228,562	7,094	228,562
Contributions:				
As Fresh As It Gets	35,000	0	(35,000)	0
Bay Area Ridge Trail Council	10,000	0	(10,000)	0
Coastside Adult Day Health Center	50,000	0	(50,000)	0
Contribution to Arts Providers	44,000	55,000	11,000	55,000
Disaster Preparedness Day	0	30,000	30,000	30,000
Fatherhood Collaborative	25,000	25,000	0	25,000
FishNet 4C	0	5,000	5,000	5,000
Half Moon Bay Coastside Chamber of Commerce	5,000	5,000	0	5,000
Homework Centers - Cities	100,000	100,000	0	100,000
Homework Centers - County Office of Education	300,000	300,000	0	300,000
Housing Endowment and Regional Trust (HEART)	24,148	24,148	0	24,148
Joint Venture Silicon Valley Network	25,000	25,000	0	25,000
Latino Film Festival	5,000	0	(5,000)	0
Local Agency Formation Commission (LAFCo)	71,555	102,610	31,055	102,610
Marin Day Schools/Our Place-Scholarships for County Employees	120,000	120,000	0	120,000
Math and Science Project	50,000	50,000	0	50,000
Middlefield Road Cultural Festival	10,000	0	(10,000)	0
National Organization to Insure a Sound-controlled Environment (N.O.I.S.E)	1,155	1,155	0	1,155
New California Network	20,000	0	(20,000)	0

ORGANIZATION	Revised FY 2006-07	Recommended FY 2007-08	Change	Recommended 2008-09
Older Driver Traffic Safety Seminars	0	10,000	0	10,000
Panorama Youth Field ⁽¹⁾	100,000	100,000	0	0
Peninsula Conflict Resolution Center (PCRC)	7,418	8,000	582	8,000
Peninsula Policy Partnership (P3)	50,000	0	(50,000)	0
PenTV Joint Powers Authority	38,128	34,599	(3,529)	27,538
Pharmaceuticals Disposal Program	8,000	25,000	17,000	25,000
San Mateo County Library Joint Powers Authority	138,242	145,570	7,328	145,570
San Mateo County Parks and Recreation Foundation	132,000	132,000	0	100,000
Seniors on the Move Conference	0	30,000	30,000	30,000
Sustainable San Mateo County	7,500	9,000	1,500	9,000
Threshold 15/10	50,000	0	(50,000)	0
Contributions Total	1,427,146	1,337,082	(100,064)	1,198,021
Memberships and Contributions Total	1,648,614	1,565,644	(92,970)	1,426,583

⁽¹⁾ The Panorama Youth Field contribution was budgeted in FY 2006-07 but was not spent.

Intergovernmental Affairs (1214P)

Program Locator

County

Administration and Fiscal

County Manager/Clerk of the Board

County Management

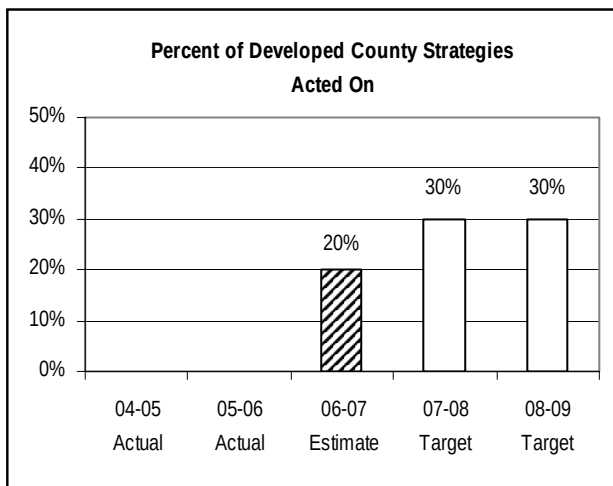
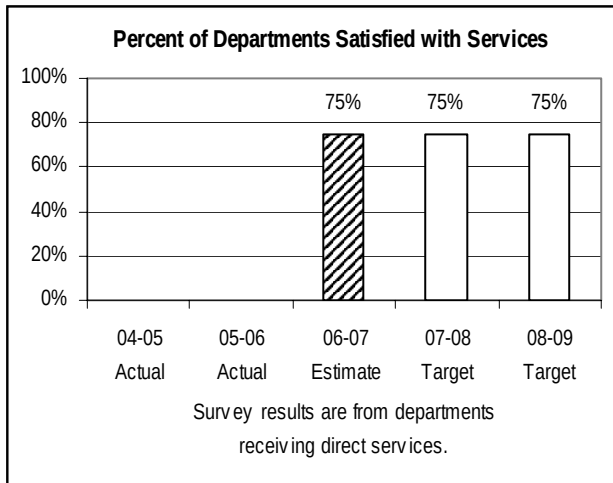


Intergovernmental Affairs

Clerk of the Board

Shared Services

Headline Measures



Program Outcome Statement

The Intergovernmental Affairs Program collaborates with residents and all levels of government to develop strategies that reflect the vision of the people of San Mateo County, to advance a legislative program that protects and promotes the County's interests and to ensure consistent and effective communication.

Services and Accomplishments

The Intergovernmental Affairs Program contributes to the goals of the Shared Vision 2010 commitments to be a Responsive, Effective and Collaborative Government by providing services in four primary areas: legislation, communications, strategic planning, and special projects. The Legislative Program engages departments and analyzes data, policy and funding opportunities to advance the County's interests with the state and federal government. The newly established Communications Program manages countywide communications and will implement recommendations made by the Internal and External County Communications Task Forces. The Strategic Planning Program collaborates with departments and engages the community to identify, develop and implement strategic approaches to issues affecting the entire county. In addition to these three programs, the unit undertakes special projects that meet the County's mission and advance the County's vision.

The following are major accomplishments in FY 2006-07:

- Worked for the passage of SB 1483 (Alquist), which creates an expedited process for the modification of child support orders
- Worked for the passage of AB 2863 (Karnette), which provides San Mateo County increased investment flexibility for public employee retirement health benefits
- Worked to minimize the impact of the reauthorization of the Ryan White CARE (AIDS) Act, which will reduce funding to San Mateo County in future years
- Hosted a Congressional Field Hearing on the federal Mental Health and Addiction Coverage parity legislative proposal
- Provided legislative training for advisory boards and commissions
- Supported ongoing staff-level collaboration and partnership with C/CAG and the Housing Endowment and Regional Trust (HEART) through their respective legislative committees
- Conducted the Women's Criminal Justice Summit, which included 275 participants generating 165 strategies
- Facilitated the Dedicated to Housing forum, which brought together 150 affordable housing advocates
- Conducted an extensive recruitment process and hired a Public Communications Manager
- Began implementation of recommendations developed during More Livable San Mateo County, which drew 250 participants and generated 125 strategies
- Prepared and issued the 2006 San Mateo County Annual Report, which included a special Parks insert

- Led the Internal and External County Communications Task Forces that resulted in recommendations to improve the County's communication program producing 35 key recommended improvement strategies
- Produced the Women's Criminal Justice System program reform video and background materials
- Conducted crisis communication training

Story Behind Performance

The Intergovernmental Affairs Program was created in FY 2006-07 and is part of the County Manager's Office. The program currently includes a Deputy County Manager for Intergovernmental and Public Affairs, a Legislative Coordinator and a Public Communications Manager. The duties of the Program have been expanded and formalized to include legislation, communications, strategic planning and special projects. To manage the increase of duties, the Program added, in FY 2006-07, the Public Communications Manager and one new Graphics Specialist position. The Graphics Specialist position has been deleted and an Administrative Assistant II position has been added in the FY 2007-08 budget to align the new and increased workload with a more appropriate job classification. The recently hired Communications Manager is expected to facilitate better and more regular communication within and between the County and the public. The Public Communications Manager provides direct support and service for all County departments and the Board of Supervisors. The purpose of this position is to communicate clear and accurate information to the public, news media and employees about County activities, plans and priorities via interviews, newsletters, brochures, op-ed articles, videos and other means as necessary.

New performance measures have been developed to represent the expanded scope of work within the Program. Methodologies will be developed and information will be collected during FY 2007-08 to establish baseline data and further develop performance targets. The new Administrative Assistant II will be responsible for completing research and analysis and tracking performance data.

In addition to increased staff, the Program has contracted for an additional state-level advocate. In FY 2005-06, the Program contracted another state-level advocate for a single-issue, passage of SB 523 (Simitian, 2005). Based on the results of that contract, the Program worked with the Board's Legislative Committee to contract for ongoing services from an advocate. With a one-year contract that began in January 2007, this state-level advocate is expected to supplement the activities of the County's current and primary state-level advocate.

The percent of County-sponsored legislative actions resolved favorably was considerably lower for federal issues in FY 2006-07. This was due primarily to the suspension of all federal appropriations requests (earmarks) for federal fiscal year 2007. Considerable national attention focused on earmarks following the highly publicized federal investigation and prosecution of Jack Abramoff. As a result, no earmarks (including the County's five requests) were granted.

Strategic planning efforts in FY 2006-07 included the Women's Criminal Justice Summit, Housing Forum and implementation related to More Livable San Mateo County. Efforts are underway for a comprehensive review and update of Shared Vision 2010 commitments, goals and progress measures beginning with the development of an issues "briefing book," establishing an inclusive community steering committee to oversee the process, the five community forums and implementation of the strategic action plan. With the recent County reorganization, the Program is expected to participate in generating more strategic planning and opportunities for civic engagement.

Major challenges over the next two years will be:

- Educate new members of the California State Assembly and Senate about issues and concerns of the County of San Mateo; each session brings about 25 new members to the Assembly and 13 new members to the State Senate
- Continue to participate in the development of state healthcare and criminal justice reform activities
- Continue to protect County programs threatened by changes in the State Budget
- Develop and implement a plan to address the ongoing loss of "institutional memory" associated with the retirement of staff throughout County departments
- Engage broad and diverse representative participation from the community to develop long-term future strategic vision
- Identify, develop and implement strategic action plans to realize the vision
- Implement the new communications program

Program Objectives

The Intergovernmental Affairs Program will meet performance targets by doing the following:

Conduct Five Community Forums that Update the County's Shared Vision 2010

- Establish a diverse community steering committee composed of residents, business, non-profits, faith groups, schools, other agencies
- Prepare a briefing book to initiate the vision process
- Work with the steering committee to develop a process to update the County's Shared Vision
- Work with the steering committee, County staff and other stakeholders to implement the action plan

Increase to 90% the Percent of County Sponsored Legislation Actions Resolved Favorably

- Work closely with department staff in the development of the County's Legislative Program
- Meet with the County's legislative delegation and advocacy partners (such as the National Association of Counties (NACO), California State Association of Counties (CSAC), Urban Counties Caucus (UCC), and C/CAG in order to advance the County's legislative interests.

Improve County Communications by Offering Three New Training Sessions by Fall 2007

- Develop and offer a class on how to write Board reports
- Develop and offer a class on how to develop and deliver an effective presentation to the Board of Supervisors
- Develop and offer a class on how to write a basic press release

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of state issues:					
- Identified	---	---	---	100	100
- Selected for further analysis	---	---	---	75	75
- Resulting in action	---	---	---	65	65
(data development)					
Number of federal issues:					
- Identified	---	---	---	25	25
- Selected for further analysis	---	---	---	20	20
- Resulting in action	---	7	8	15	15
(data development)					
Number of trainings conducted ⁽¹⁾	4	4	4	7	7
Number of civic engagement activities ⁽²⁾	4	4	4	8	5
How Well We Do It (Quality)					
Number of legislation related actions taken - County-sponsored	3	9	6	3	3
Number of legislation related actions taken - Board actions (support/oppose/amend)	19	24	56	45	45
Number and percent of trainees rating training sessions good or better (data development)	--- / ---	--- / ---	--- / ---	--- / 90%	--- / 90%
Number of strategies:					
- Developed	---	---	50	10	10
- Acted on	---	---	10	3	3
Percent of developed strategies that were acted on	---	---	20%	30%	30%
Is Anyone Better Off? (Outcome)					
Number and percent of submitted federal funding requests completed with a favorable outcome	--- / ---	2 of 5 / 40%	0 of 5 / 0%	3 of 5 / 60%	3 of 5 / 60%
Number and percent of departments directly using IGA services that say they benefited from services provided (data development)	--- / ---	--- / ---	--- / 75%	--- / 75%	--- / 75%
Number and percent of survey respondents who indicated training sessions will improved the quality of their work (data development)	--- / ---	--- / ---	--- / ---	--- / 75%	--- / 75%

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
Number and percent of Citizens Academy survey respondents who indicated increased interest or involvement in the community	--- / ---	--- / ---	--- / ---	--- / 75%	--- / 75%
Percent of legislation related actions taken resolved favorably - County sponsored	75%	44%	67%	90%	90%
Percent of legislation related actions taken resolved favorably - Board actions (support/oppose/amend)	90%	53%	55%	90%	90%

(1) Training sessions from FY 2004-05 through FY 2006-07 include: County Department and City Staff Crisis Communication; State Budget Briefing; Legislative Process; and Board and Commission Legislative Process

(2) Activities will increase for FY 2007-08 as a result of the Community Visioning Process

Intergovernmental Affairs (1214P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution			5.0	5.0		5.0
Funded FTE			5.0	5.0		5.0
Total Requirements	477,992	532,646	844,474	1,273,745	429,271	1,300,137
Total Sources	23,533	269,971	147,053	150,865	3,812	150,865
Net County Cost	454,459	262,675	697,421	1,122,880	425,459	1,149,272
NCC Breakdown						
Mandated Services				351,000	351,000	351,000
Non-Mandated Services			697,421	771,880	74,459	798,272

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,122,880 or 88.2%. Of this amount, 100% is discretionary. This discretionary amount includes Mandated Services with no specified maintenance-of-effort (MOE) requirements as well as Non-Mandated services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; an increase for implementation costs for approved recommendations made by the Internal and External County Communications Task Force; increases for

internal service charges including automation and telephones; and an increase in County-owned facility rental charges. The reimbursement from the Human Services Agency that partially funds a Management Analyst position has been increased.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,812	431,611	(2,340)	0	425,459	0

2. Staffing Adjustment

A new Graphics Specialist position was added in FY 2006-07 in accordance with recommendations made in the San Mateo County Organizational Review. The position remained vacant during the year in order to further analyze workload needs under the new organizational configuration. The vacant Graphics Specialist position has been deleted and a new Administrative Assistant II position has been added. The cost difference is fully offset by reductions in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(102,293)	0	0	(102,293)	(1)
0	102,293	0	0	102,293	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
3,812	431,611	(2,340)	0	425,459	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	26,392	0	0	26,392	0

Clerk of the Board (1215P)

Program Locator

County

Administration and Fiscal

County Manager/Clerk of the Board

County Management

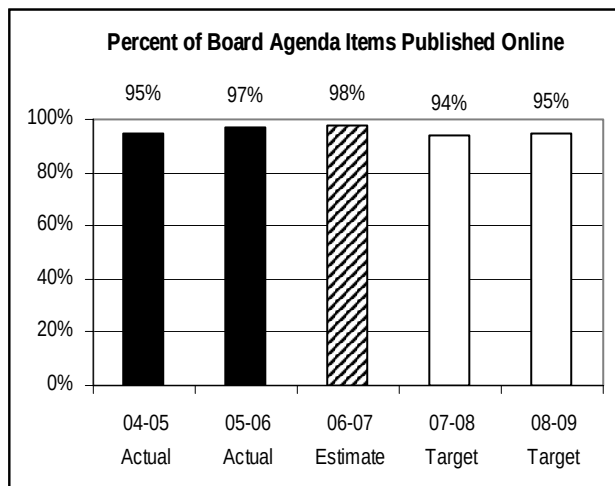
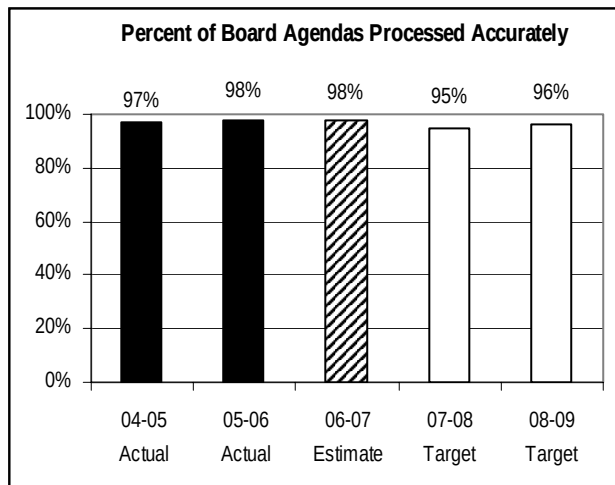
Intergovernmental Affairs



Clerk of the Board

Shared Services

Headline Measures



Program Outcome Statement

The Clerk of the Board prepares the Board of Supervisors' agendas, sets and publishes public hearings, maintains a legislative and historical record, responds to research requests, administers the system for appointments to Boards and Commissions and processes all assessment appeals to ensure timely and accurate support services are provided to the public and Board of Supervisors.

Services and Accomplishments

The Clerk of the Board (COB) contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing services in three units: the Clerk of the Board; Assessment Appeals; and Boards and Commissions. The Boards and Commissions Unit includes appropriations for three community councils: North Fair Oaks, Mid-Coast and Pescadero. COB Program staff work with departments to prepare agenda items/materials, process Board agenda items, transcribe Board meeting proceedings, prepare hearing notices, post agendas and supporting items online, maintain Board meeting files, provide public access to files and perform recruitments for County Boards and Commissions. Program staff also prepare Assessment Appeals Board agendas, process applications, prepare hearing notices and maintain public records. Support staff for the Boards and Commissions handle recruitments to fill existing vacancies, maintains historical records, distributes letters of appointment, administers Oaths of Office, and maintains the official rosters.

The following are major accomplishments in the current year:

- Created a database that holds 1,244 records of historical and current Board/Committee/Commission assignments
- Updated internal administrative policies to improve timeliness and accuracy of Board meeting deliverables
- Provided regular updates to Board and County Manager staff and managed staff relocation during remodel project
- Developed preliminary process and timeline for implementation of the new Board Committee structure

Story Behind Performance

The Clerk of the Board has successfully prepared and published 98% of Board agendas accurately during the current year, an increase in performance from 97% in the prior year. By the end of the current fiscal year, 965 Board agenda items will be processed. Of these items, 98% will be posted online. The COB continues to work with departments to ensure that Board packets are submitted on time and in electronic format.

The COB distributes surveys to two customer bases: Board members and customers requesting research requests. Current year survey results indicate that 100% of customers surveyed after receiving research services rate the services provided as good or

better. In conjunction with the Assessor's Office, the COB is working on the implementation of recommendations made in the Assessment Appeals review. The goal is to improve the efficiency of the Assessment Appeals process.

Major challenge over the next two years will be:

- To implement the new Board Committee structure
- To manage complex Assessment Appeals filings
- To explore additional electronic document management opportunities

Program Objectives

The Clerk of the Board Program will meet performance targets by doing the following:

Process at least 95% of Agendas Accurately

- Develop an Agenda flow process that will implement the new Board Committee structure and improve the Agenda packet procedure
- Continue to reduce the number of days to complete Board meeting minutes

Publish at Least 94% of Agenda Items Online

- Collaborate with outside agencies to obtain agenda packets in pdf format for online posting
- 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 online availability of the agenda and supporting documents

Initiate 100% of Boards and Commissions Recruitments Within Established Time Frames

- Continue implementation and update of recruitment and appointment procedures
- Develop a database and program that will offer the 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

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of Board agendas prepared	29	30	28	30	30
Number of Board agenda items processed	921	1,050	965	1,100	1,100
Number of research requests	130	119	114	96	96
Number of Boards and Commissions recruitments	17	25	25	20	20
Number of new Assessment Appeals filings	1,065	924	1,190	1,600	1,600
How Well We Do It (Quality)					
Percent of Board agendas processed accurately	97%	98%	98%	95%	96%
Average number of days between Board meeting and approval of minutes	46	69	41	31	31
Percent of Boards and Commissions recruitments initiated within established timeframes after notification of vacancy	100%	100%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customers satisfied with record research requests processed	100%	100%	100%	90%	90%
Percent of Board members satisfied with the level of services provided by the Clerk of Board's Unit	100%	100%	100%	100%	100%
Percent of Board agenda items published online	95%	97%	98%	94%	95%

Clerk of the Board (1215P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.5	3.0	3.0	3.0		3.0
Total Requirements	248,187	308,006	429,515	457,365	27,850	467,467
Total Sources	66,766	39,031	43,000	38,250	(4,750)	38,250
Net County Cost	181,420	268,975	386,515	419,115	32,600	429,217
NCC Breakdown						
Mandated Services			386,515	419,115	32,600	429,217

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$419,115 or 90.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; minor miscellaneous increases to operating costs; elimination of a one-time contract to study Boards and Commissions processes; and adjustments to internal service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,750)	27,850	0	0	32,600	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	10,102	0	0	10,102	0

Shared Services (1250P)

Program Locator

County

Administration and Fiscal

County Manager/Clerk of the Board

County Management

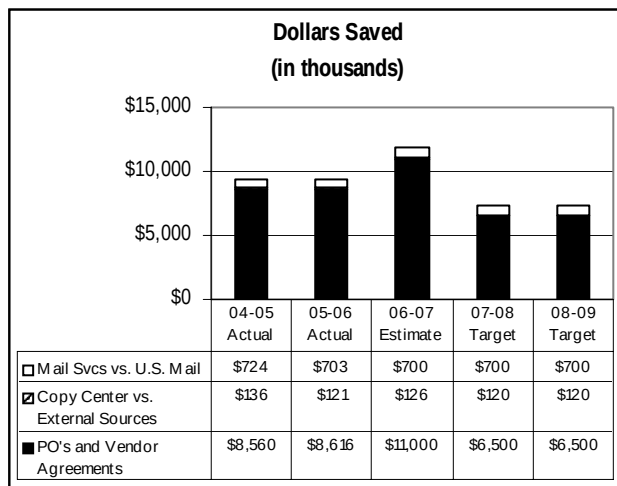
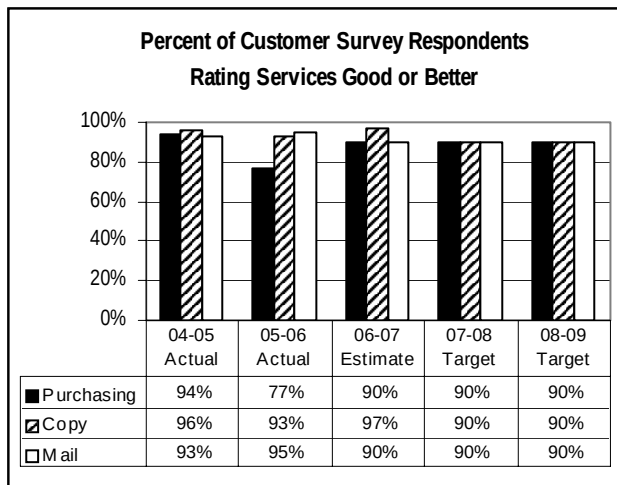
Intergovernmental Affairs

Clerk of the Board



Shared Services

Headline Measures



Program Outcome Statement

The Shared Services Program procures quality goods and services, distributes internal and U.S. Mail and provides copying services for County departments in a cost-effective, accurate and timely manner.

Services and Accomplishments

The Shared Services Program, which includes Purchasing, Mail Services and Copy Center, primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by procuring quality goods at the best value for its customers, processing and distributing all internal and external mail for County departments, and producing copies for most County departments.

The following are major accomplishments in the current year:

- Coordinated moves, relocations and related purchases for County departments (including Sheriff's Detective Bureau, County Manager's Office/Board of Supervisors, Controller's Office and Emergency Services) without loss in employee productivity
- Assisted the Human Services Agency in the redesign, remodel and related purchases for the new VRS Café located in the County Government Center
- Provided support to Office of Emergency Services by procuring equipment and supplies totaling \$1.4M, which was funded by a Homeland Security grant
- Supported County Health Department's Wellness Policy by collaborating with the Benefits Division of the Human Resources Department to develop a "Healthy Foods" menu for use in County vending machines
- Established an ongoing process with the San Mateo Medical Center to review equipment, supplies and food contractors in an effort to maximize savings
- Purchased and installed new mailing equipment and meters required to meet updated and strict U.S. Postal Service requirements effective January 2007
- Completed a one-year process of purchasing equipment, supplies and materials for the Youth Services Center
- Began the process of evaluating the Copy Center's cost of delivering services in an effort to ensure cost competitiveness with the private sector while maintaining profitability
- Expanded the use of cooperative agreements from sources such as Western States Contract Association and U.S. Communities

Story Behind Performance

The Shared Services Program handles over four million pieces of mail, makes over six million copies annually, and processes over \$50 million in purchasing requests, representing an increase of nearly 16% compared to FY 2005-06 due to various projects including Youth Services Center and Homeland Security. As a result of departments utilizing the services provided by the Shared

Services Program, County departments are anticipated to save \$11 million in purchases in FY 2006-07 through the competitive bid process. Program staff will also deliver an estimated 4.8 million pieces of internal Pony mail and U.S. Mail, saving the County \$700,000 in FY 2006-07. The same level of copy price discounts was maintained despite increased cost of paper, labor, and general overhead, saving the County an estimated \$126,000.

In FY 2005-06, 93% of customer survey respondents rated copying services as good or better; 95% rated services provided by mail services as good or better; and 77% of survey respondents rated services provided purchasing as good or better. During the current fiscal year, Shared Services staff met with County departments on a regular basis, provided training to purchasing users and continued to explore ways to save customer money. As a result, it is anticipated that survey results will increase in the current fiscal year.

Major challenges over the next two years will be:

- To maintain high customer satisfaction
- To continue to save County money

Program Objectives

The Shared Services Program will meet performance targets by doing the following:

Achieve Customer Satisfaction Rating of 90% or Better

- Increase the number of co-operative agreements and Invitations to Bid to reduce cost of purchases
- Develop a process for full utilization of the new high-speed copiers, including support for desktop publishing
- Review Mail and Copy Services resource needs to ensure continued high level of service during peak periods
- Revise and update the Customer Guides for Purchasing, Copy and Mail
- Issue a request for proposals (RFP) for the County Travel Agent contract
- Provide classroom purchasing training for department purchasing and fiscal representatives
- Explore partnership with the Controller's Office to develop ongoing training in the use of the IFAS purchasing module
- Provide individual training sessions for new departmental purchasing managers to ensure the lowest price on purchases and proper documentation and tracking of orders

Save Approximately \$9.4 Million Dollars

- Continue to use vendor agreements to achieve savings from high volume purchases of everyday items by all County departments
- Continue to pre-sort mail and deliver interdepartmental mail via Pony services
- Market the use of the color copy machine for department newsletters and other recurring publications to reduce department costs
- Increase the use of online purchases of office supplies which in turn will increase total cost savings

- Revisit the methodology for calculating savings from purchase orders and vendor agreements

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Total dollar value of Purchasing requests ⁽¹⁾	\$46,019,824	\$46,330,806	\$53,602,609	\$37,500,000	\$37,500,000
Total number of copy impressions completed annually	6,808,790	6,069,881	6,300,000	5,500,000	5,500,000
Total pieces of U.S. and Pony mail processed ⁽²⁾	5,430,791	5,563,148	4,800,000	4,500,000	4,500,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better:					
- Purchasing ⁽³⁾	94%	77%	90%	90%	90%
- Copy	96%	93%	97%	90%	90%
- Mail	93%	95%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Total dollars/percent saved through the use of purchase orders and vendor agreements	\$8,559,691 / 19%	\$8,616,930 / 19%	\$11,000,000 / 19%	\$6,500,000 / 19%	\$6,500,000 / 19%
Total dollars/percent saved using the Copy Center versus external sources	\$136,176 / 36%	\$121,398 / 36%	\$126,000 / 36%	\$120,000 / 36%	\$120,000 / 36%
Total dollars/percent saved using Mail Services versus U.S. Mail	\$723,985 / 36%	\$703,459 / 33%	\$350,709 / 38%	\$700,000 / 36%	\$700,000 / 26%

⁽¹⁾ Higher purchases in FY 2006-07 are primarily due to Youth Services Center, Homeland Security and software support expenses.

⁽²⁾ E-mail is being used more each year in place of both U.S. and Pony Mail.

⁽³⁾ The Program is working to increase the number of responses (only 26 responses were received in FY 2005-06).

Shared Services (1250P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	14.5	14.5	14.5	14.5		14.5
Total Requirements	1,135,337	1,171,348	1,364,085	1,492,967	128,882	1,549,172
Total Sources	221,994	172,306	215,903	231,916	16,013	226,916
Net County Cost	913,343	999,042	1,148,182	1,261,051	112,869	1,322,256
NCC Breakdown						
A-87 Cost Plan			293,741	314,184	20,443	314,184
Mandated Services			136,759	145,029	8,270	152,284
Non-Mandated Services			717,682	801,838	84,156	855,788

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,261,051 or 84.5%. Of this amount, 88.5% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, as well as the following Non-Mandated services: cost of purchasing goods and services for County departments and outside agencies with no reimbursement for cost; distribution and processing of internal and U.S. Mail for County departments; and copy services provided for County departments.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; negotiated labor increases; increases in mail equipment expenses, rental charges, general liability and leased facility expenses have been partially offset by decreases in operating expenses, including paper costs, in the Copy Center's budget. Revenue adjustments include the reduction in Copy Center reimbursements and vehicle sales reductions; partially offset by increased reimbursements for sale of surplus property as well as vendor agreement rebates. Fund Balance has primarily been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
11,013	52,681	(3,312)	26,513	64,869	0

2. Copy Center Equipment Purchases

A shrink wrap machine will be purchased in FY 2007-08 to replace the machine that recently broke down after 35 years of usage. Replacing the machine is more cost-effective than sending materials to an outside vendor for shrink wrapping. Fund Balance will cover the cost of the fixed asset.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,000	5,000	0	0	0	0

3. Fiscal, Information Technology and Support Services

The Human Resources Department currently provides fiscal, information technology and support services to the Shared Services Program. The annual cost is \$83,000, however \$35,000 is already included in the Shared Services Program budget. This decision package increases the reimbursement to reflect the actual costs of providing services. The services provided include: processing of accounts payables and receivables; processing of monthly copy center and mail services charges; contract administration; budget development, including program plan preparation; budget monitoring; performance measurement monitoring and reporting; desktop support; server connectivity and support; applications/software support; payroll processing, including timecards; reception coverage; and vendor agreement subscriptions. The Net County Cost has been adjusted to cover the cost of these services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	48,000	0	0	48,000	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,013	105,681	(3,312)	26,513	112,869	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

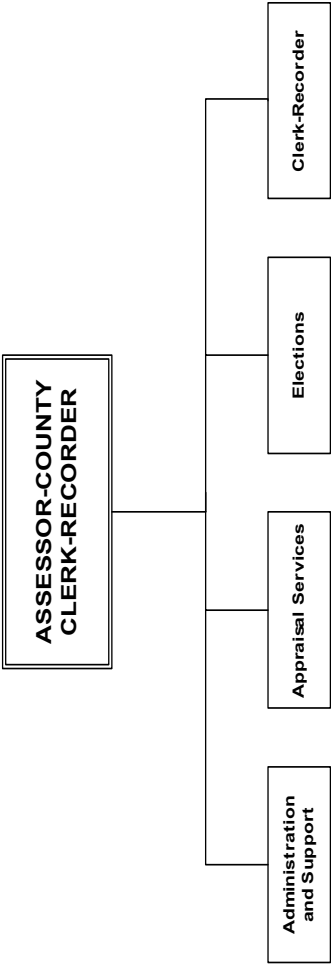
4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and higher benefits costs. Other adjustments include the elimination of one-time Fund Balance and Fixed Assets for the purchase of a shrink wrap machine in the Copy Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(5,000)	56,205	0	0	61,205	0

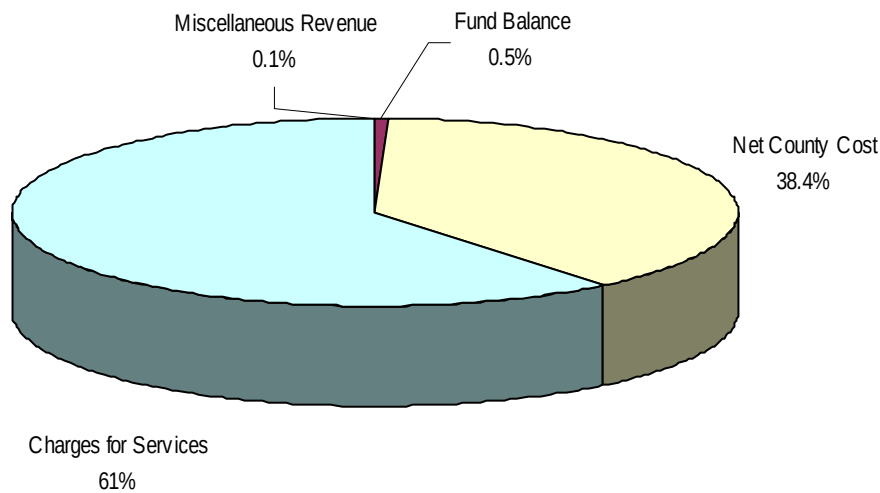
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ASSESSOR- COUNTY CLERK-RECORDER

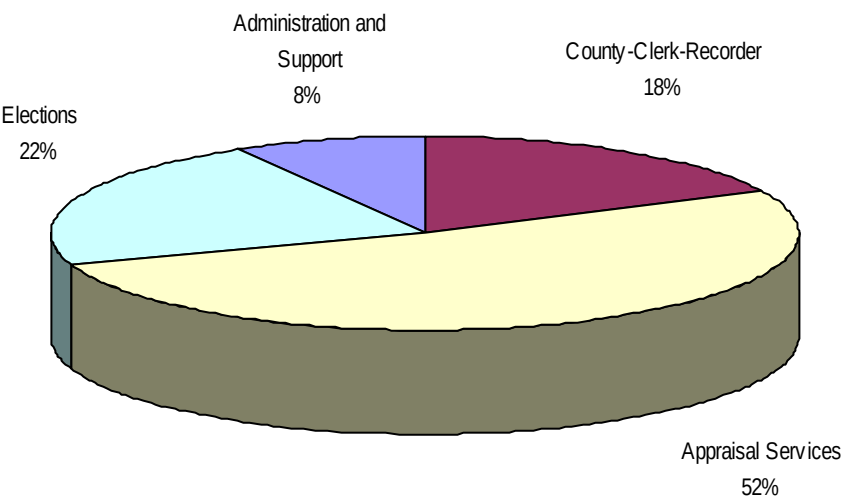


Assessor - County Clerk - Recorder

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements

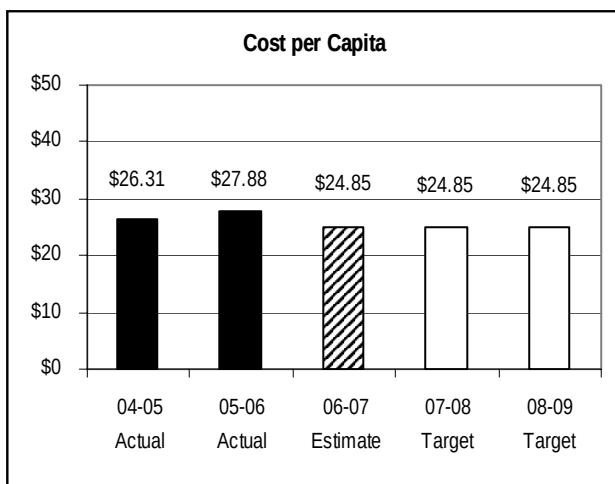
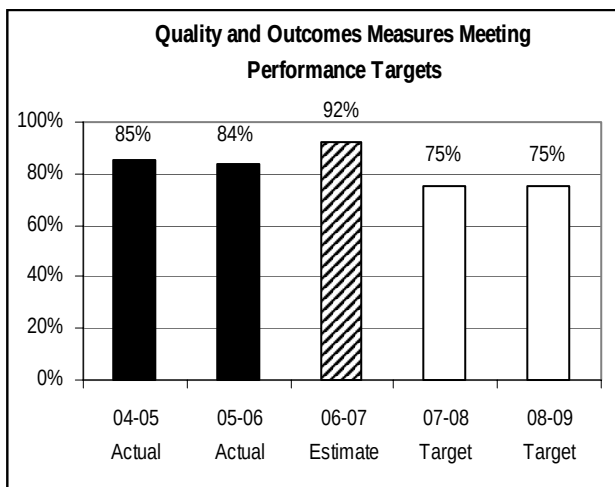


Department Locator

County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
▷ **Assessor-County Clerk-Recorder**
Controller's Office
Treasurer-Tax Collector
County Counsel
Human Resources
Information Services Department
Grand Jury
Retirement (SamCERA)

Department Measures



Department Mission Statement

The mission of the Assessor-County Clerk-Recorder (ACR) is to register County citizens to vote 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

(Fiscal Years 2000-2006)

PEOPLE

Realize the Potential of Our Diverse Population

• Student Worker Program

Continued to improve the Student Poll Worker Program by expanding program to include students nearly every high school in San Mateo. A total of 466 students served as full pledge election officers in November 2006. The community partnership with the schools provides civic engagement opportunities for students, fosters an appreciation for voting among young people who are one of the least engaged voter groups and creates a more diverse poll worker population.

• Poll Worker Training Courses

Provided poll workers with a two-step, comprehensive training related to the implementation of the new voting system so as to provide the electorate with knowledgeable and effective services on Election Day.

• Language Accessible Election Materials

The Elections Office provides all election materials in print, video and online in English, Spanish and Chinese to better serve the citizens of San Mateo County and comply with the Federal Voting Rights Act.

• Universal Voting Centers and Help America Vote Act (HAVA)-compliant Voting Equipment

The voting system has been replaced with HAVA-compliant eSlates which makes it possible for all people, regardless of disability, to cast a secret and independent ballot at the polls. In June, nine Universal Voting Centers were opened for the two weeks prior to the primary election to encourage early voting, provide accessible voting opportunities and showcase the new system with the Secretary of State.

PPROSPERITY

Create Opportunities for Every Household to Participate in Our Prosperity

• Property Tax Roll Increase

Produced a 2006-07 property tax roll that recorded an 8.69% increase over the prior year resulting in increased property tax revenue for agency programs.

PARTNERSHIPS

Responsive Effective and Collaborative Government

- **Partnership with San Mateo Financial Officers Group (SAMFOG)**

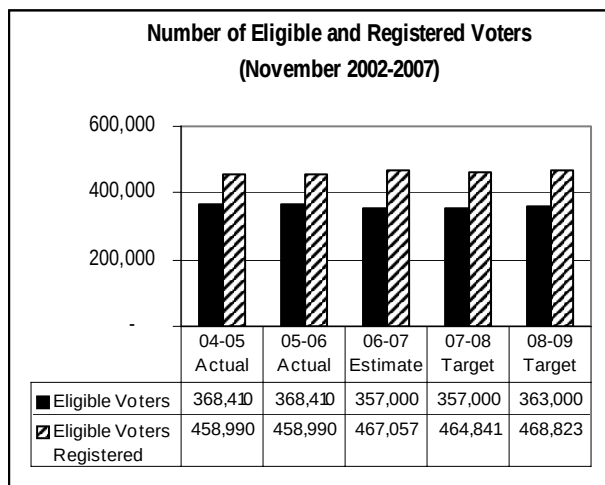
Continued to partner with the San Mateo Financial Officers Group (SMFOG) in the delivery of property tax projections resulting in improved collaboration and understanding among agency financial officials. In conjunction with SAMFOG, developed and presented a "Property Tax Seminar" for local county, city, school district and special district staff.

- **Public Records at Tower Road**

Improved access to the Department's public records at Tower Road and at the County campus resulting in improved services to departmental customers.

- **Community Organization Partnerships to Increase Voter Registration and Civic Engagement**

Worked extensively with the Commission on Disabilities and the Center for Independence of the Disabled to evaluate and improve the accessibility of the polling places and new Help America Vote Act (HAVA) compliant voting technology introduced in 2006. Similarly, the Department continues to build on the relationships with the League of Women voters and schools to increase the participation of young voters through the San Mateo County High School Voter Registration Month project as well as legislative efforts to benefit all California voters.



Realize the Potential of Our Diverse Population

- Improved Voter Registration and Election Administration
- Conducted November gubernatorial election and prepared all ballots in three languages resulting in improved communication with our diverse population.
- Expanded the Student Poll Worker program to engage young voters resulting in full staffing of Election Day poll workers, nearly 500 students participated.
- Conducted a trilingual Community Outreach Program to introduce voters throughout San Mateo County to the new

eSlate voting system offering demonstrations, talks, news and information and online materials.

Responsive, Effective and Collaborative Government

- Improved County Clerk and Recording Services
- Received a 92% customer satisfaction survey rating resulting in improved customer service
- Expanded eGovernment initiatives by providing marriage license and fictitious business name statement applications online resulting in improved access to services
- Expanded eGovernment initiatives by offering the e-Filing of Business Property Statements for both large and small businesses in San Mateo County
- Made nearly every departmental form available online
- Created an online lookup feature for absentee voters to confirm receipt delivery of their voted ballot; this service will become mandatory for all California counties in 2008 as then Senator Bowen based legislation on the San Mateo County model

Responsive, Effective and Collaborative Government

- Improved Property Assessment Services
- Produced a 10% improvement in the time lag between Residential Sale and Notice resulting in more timely receipt of property tax revenues
- Improved communication with agency finance officials resulting in a 100% approval rating by San Mateo County Finance Officers Group (SAMFOG)

Major Issues to be Addressed

- **Maintain high customer satisfaction while implementing additional eGovernment technologies**—Each division within CARE is undergoing a system replacement and upgrade within the next two year cycle. All of these systems will result in streamlined, interactive processes for customers and staff but will require an ongoing maintenance of effort while the implementation occurs; system replacements are complicated, time-consuming and stressful on organizations before the benefits are realized. The challenge is to manage the change process to minimize impacts on customers and staff.
- **Produce more accurate financial projections in a rapidly changing local economy**—As major assessment appeals are settled and fluctuations in the local economy ripple through the assessment process, local government needs information to calculate the budgetary implications to be able to plan appropriately. The EZ Access upgrade will provide local government finance officers online, real time information and financial updates.
- **Federal Help America Vote Act (HAVA)**—Elections will provide voters with disabilities the opportunity to cast their ballot independently and in secret beginning with the 2006 elections as mandated by federal law.
- **Continue to deliver services and meet goals in light of reduced funding levels**—The loss of \$2.2 million in Property Tax Assessment Program funds from the state as the result of last year's budget deal coupled with a reduction in transaction

fees in the Records Office due to a cooling in the real estate market and increased costs in Elections has created a series of service challenges within the budget.

Key Department Initiatives

Help America Vote Act

1. Help America Vote Act (HAVA)

Major Issues to be Addressed:

- Acquire a new voting system that complies with federal Help America Vote Act (HAVA). New federal and state mandates require a full voting system replacement in 2006 with implementation, enhanced facilities, training requirements and voter education and outreach efforts.

Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population
- Create Opportunities for Every Household to Participate in Our Prosperity

Goals:

- Facilitate the participation of disabled voters in the democratic process

Objectives:

- Continue to improve disabled voter access to elections

Major Milestones:

- Obtain Board of Supervisors approval (August 2006)
- Insure vendor delivery of systems (December 2006)
- Conduct rigorous system testing and acceptance (January 2007)
- Provide effective staff training (Ongoing)
- Manage efficient system implementation (November 2007)

Partners:

- Board of Supervisors
- Controller's Office

FY 2007-08 Budget Impact:

There was a budget impact of \$7,186,969 in FY 2006-07 to replace the voting system with HAVA compliant voting equipment, facilities, training and voter information. Costs have been reimbursed by the Help America Vote Act funds and state Proposition 41 funds in a 3:1 match.

2. Upgrade Property Assessment System

Major Issues to be Addressed:

- Develop and install an upgrade to the property assessment system that realizes the efficiencies of an integrated relational database and incorporates a new Geographic Information System (GIS) and document imaging system

Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population

- Create Opportunities for Every Household to Participate in Our Prosperity

Goals:

- Roll corrections are delivered electronically to the County Controller and County Counsel.

Objectives:

- By December 2008, replace paper processes with electronic process

Major Milestones:

- Obtain Board of Supervisors approval (February 2006)
- Ensure vendor delivery of systems (July 2008)
- Conduct rigorous system testing and acceptance (August 2008)
- Provide effective staff training (September 2008)
- Manage efficient system implementation (November 2008)

Partners:

- Board of Supervisors
- Controller's Office

FY 2007-08 Budget Impact:

\$186,200 has been included to upgrade the EZ Access Property Assessment System and provide electronic roll corrections and more accurate and timely revenue impacts to local government agencies.

Other Significant Objectives by Program

Assessor-County Clerk-Recorder includes the following programs:

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

The following program objectives will contribute significantly to Departmental success (additional program-level objectives are included in individual Program Plans):

Elections

- Student Poll Worker Program

Appraisal Services

- Property tax projection program

Clerk-Recorder

- Facilitate electronic recording statewide

Assessor-County Clerk-Recorder (1300B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,234,755	2,310,749	9,112,492		(9,112,492)	
Charges for Services	11,653,481	11,461,400	10,879,474	11,252,266	372,792	10,997,801
Miscellaneous Revenue	43,024	63,152	15,500	15,500		15,500
Total Revenue	13,931,260	13,835,301	20,007,466	11,267,766	(8,739,700)	11,013,301
Fund Balance	2,442,279	1,594,449	2,347,264	109,413	(2,237,851)	164,118
TOTAL SOURCES	16,373,539	15,429,750	22,354,730	11,377,179	(10,977,551)	11,177,419
REQUIREMENTS						
Salaries and Benefits	12,391,376	12,805,836	13,145,853	14,636,107	1,490,254	14,507,636
Services and Supplies	4,591,496	5,223,229	3,755,380	4,642,227	886,847	2,642,477
Other Charges	1,972,259	2,004,268	1,815,094	1,972,361	157,267	1,972,361
Fixed Assets	123,168	40,873	9,972,242		(9,972,242)	
Gross Appropriations	19,078,299	20,074,206	28,688,569	21,250,695	(7,437,874)	19,122,474
Intrafund Transfers				(2,469,990)	(2,469,990)	
Net Appropriations	19,078,299	20,074,206	28,688,569	18,780,705	(9,907,864)	19,122,474
Contingencies/Dept Reserves	919,173	110,234	123,097		(123,097)	
TOTAL REQUIREMENTS	19,997,472	20,184,440	28,811,666	18,780,705	(10,030,961)	19,122,474
NET COUNTY COST	3,623,933	4,754,691	6,456,936	7,403,526	946,590	7,945,055
AUTHORIZED POSITIONS						
Salary Resolution	123.0	122.0	123.0	123.0		123.0
Funded FTE	122.8	121.9	123.0	123.0		123.0

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$10,977,551 or 49% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net decrease of \$9,112,492 in this funding source. Net decreases are due to the elimination of one-time funding for the acquisition of a new voting system.

Charges for Services

There is a net increase of \$372,792 in this funding source. Increases include \$250,000 in supplemental tax administration fee; increase of \$484,601 in election revenue to reflect an increase in November 2007 Udel election cost; decrease of \$227,539 tax assessment/document fee revenue due to the slow down in real estate market activity; and decrease of \$134,270 in funding from trust fund revenue used for operational expenditures.

Fund Balance

There is a decrease of \$2,237,851 in this funding source due to one-time expenditures and projects in FY 2006-07.

TOTAL REQUIREMENTS

Total Requirements decreased by \$10,030,961 or 35% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,490,254 in this expenditure category. Adjustments include negotiated labor increases and benefit adjustments totaling \$670,254; a net increase in the amount of \$820,000 in Election's extra help and overtime due to conduct of three major elections this year versus one major election in FY 2006-07.

Services and Supplies

There is a net increase of \$886,847 in this expenditure category. Increases were mainly caused by the following: a net increase of \$2,073,750 in election expenses due to conduct of three major elections this year versus one major election during FY 2006-07; elimination of one-time funding in the amount of \$481,274 for the new voting system, support and maintenance; elimination of a voting system contract with ESS in the amount of \$288,328; elimination of \$280,000 for a contract with HART for a new recording system; and other changes in the amount of \$137,301.

Other Charges

There is a net increase of \$157,267 in this expenditure category due to County-owned facility rent in the amount of \$85,414; telephone service charges in the amount of \$14,759; automation service charges in the amount of \$32,540; and General Liability Insurance in the amount of \$24,301.

Fixed Assets

There is a decrease of \$9,972,242 in this expenditure category due to the elimination of the one-time purchase from HART for new voting system.

Intrafund Transfers

There is an increase of \$2,469,990 due to reimbursement from the General Fund for two major elections in FY 2007-08.

Contingencies and Departmental Reserves

There is a decrease of \$123,097 in this category. This amount reflects the use of all Reserves in FY 2006-07 to offset increases in operating costs. The balance in Reserves represents 0% of Net Appropriations, which is short of the 2% County Reserves Policy requirement by \$375,614.

NET COUNTY COST

There is an increase of \$946,590 or 12.8% in this Department's General Fund allocation due to the reduction of Fund Balance for one-time expenditures and the increased number of elections to be held in FY 2007-08.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$254,465 or 2.0% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of \$254,465 in this funding source primarily due to reductions in anticipated election services revenue as a result of the fewer elections to be conducted in FY 2008-09.

Fund Balance

There is an increase of \$53,967 in this funding source as a result of anticipated retirements in FY 2007-08.

TOTAL REQUIREMENTS

Total Requirements increased by \$341,769 or 2.0% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$128,471 in this expenditure category due to negotiated labor increases and benefit adjustments totaling \$541,529; a net decrease in the amount of \$670,000 for extra help and overtime in Elections due to the conduct of one major election in FY 2008-09 instead of three major elections in FY 2007-08.

Services and Supplies

There is a net decrease of \$1,999,750 in this expenditure category primarily due to reductions in Elections appropriation as a result of one major election in FY 2008-09 instead of three major elections in FY 2007-08.

Intrafund Transfers

There is a decrease of \$2,469,990 due to the elimination of a one-time reimbursement from the General Fund for two major elections in FY 2007-08.

Contingencies and Departmental Reserves

There is no change in this category. The balance in Reserves represents 0% of Net Appropriations, which is short of the 2% County Reserves Policy requirement by \$382,449.

NET COUNTY COST

There is an increase of \$541,529 or 6.8% in this Department's General Fund allocation due to negotiated labor increases and reductions in funding.

Appraisal Services (1310P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder



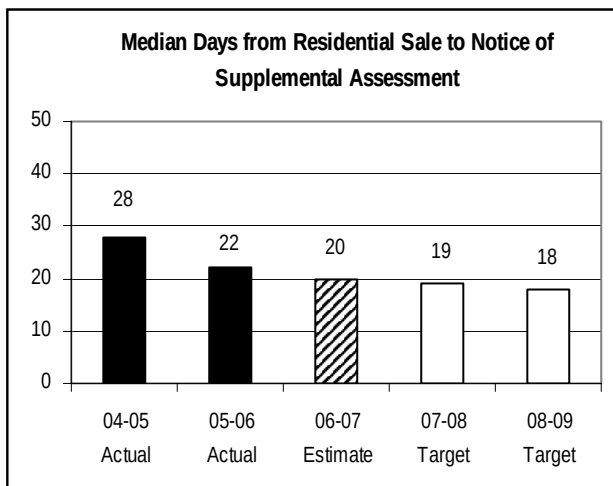
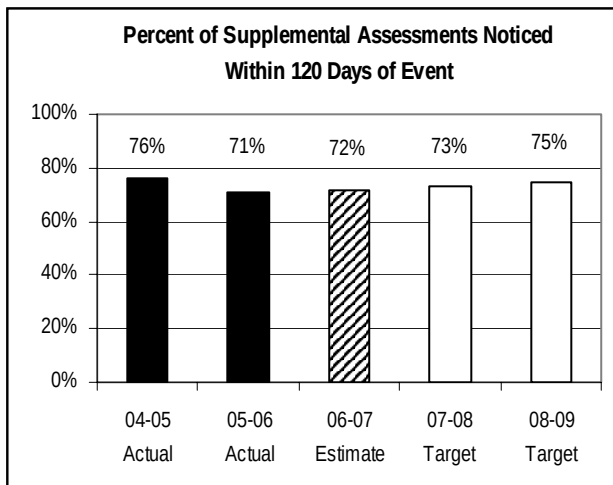
Appraisal Services

Administration and Support

Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

The Appraisal Services Program produces equitable, timely and accurate tax roll assessments of real and personal property, and provides related services to the public that generate property tax revenues which fund the delivery of essential community services.

Services and Accomplishments

The Appraisal Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by setting values, assessing property and producing San Mateo County's local assessment roll, used for computing property taxes.

The Appraisal Services Program is comprised of three work groups, all of whom play an integral and contributory part to the development and production of secured and unsecured property tax assessments. The Change in Ownership (CIO) and Real Property groups contribute to the production of the "secured" assessment roll; the Business Property group is responsible for the production of the "unsecured" assessment roll. Annual property tax revenue in excess of \$1 billion are distributed to more than 150 local governmental agencies (cities, special districts, schools and the County) assuring a stable funding stream and the continuation of vital services.

The following are major accomplishments in the current year:

- Produced the FY 2006-07 assessment roll which included over 235,000 properties, valued at over \$121 billion and resulted in a \$9.7 billion, or 8.69% increase over the FY 2005-06 assessment roll
- CIO group processed 40,000 – 50,000 recorded documents to determine if they accurately reflect property ownership and whether or not property tax law requires that the property be reappraised
- Real Property appraisal group completed 30,000 assessments and appraisals of land and buildings when a change in ownership or new construction occurred; property has declined in value; or an assessment appeal has been filed
- Business Property group processed 9,000 business property statements, and in compliance with the Revenue and Taxation Code, audited approximately 260 business accounts
- Continued to meet with the Controller and Tax Collector on a regular basis to refine the tax process
- Continued to provide the City and County Finance Officers with assessment roll information and estimates

Story Behind Performance

The median days from residential sale to notice of supplemental assessment has decreased from 76 days in FY 2001-02 to 20 days in FY 2006-07. Supplemental assessment preparation has experienced substantial improvement over the past two years. By working with outside agencies and property owners to obtain information, streamlining internal work processing, improving

technology and ensuring that staff has training opportunities, the Appraisal Services Program continues to improve the supplemental assessment time line. The timeliness of this notification benefits both the taxpayer and the local taxing agencies. Additionally, the implementation of Automated Valuation Models continued to contribute to the improvement of the supplemental assessment notice for residential sales. The goal was to reduce the notification/enrollment time line by 10% for FY 2006-07 and further reduce that time line by five percent in FY 2007-08. High customer satisfaction ratings reflect Program staff's dedication to processing a timely and accurate assessment roll.

Major challenges over the next two years will be:

- To reduce the time from event date to enrollment date in the current weak commercial real estate economy
- To manage workload with limited resources

Program Objectives

The Appraisal Services Program will meet performance targets by doing the following:

Achieve 73% of Supplemental Assessments Noticed Within 120 Days of Event

- Mail supplemental notices within targeted time frames
- Decrease the average processing time for all Change in Ownership (CIO) transactions
- Expand appraisal tools and databases, i.e., create a commercial database
- Prepare for staffing changes as a result of anticipated retirements

Achieve Target of 1.5% for Percentage Point Difference Between March Estimate and Total Actual Roll Change

- Work with the Clerk of the Board to decrease the processing time for all assessment appeal filings
- Work with Information Technology group to implement a document imaging strategy

Improve Audit Completion Percentages Prior to the Close of the Assessment Roll

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve assessment change process between Assessor, Tax Collector and Controller Offices
- Continue providing updates to City and County Finance Officers

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of real property assessments processed	218,137	218,377	218,600	218,800	219,000
Number of supplemental assessments processed	22,128	19,931	21,000	21,000	21,000
Number of mandatory audits completed	299	258	285	290	300
How Well We Do It (Quality)					
Percent of real property activities processed by close of roll	99.9%	100%	99.9%	99.9%	99.9%
Percent of supplemental assessments noticed within 120 days of event	76%	71%	72%	73%	75%
Median days from residential sale to notice of supplemental assessment	28	22	20	19	18
Percent of mandatory audits completed by the close of the roll	87%	88%	80%	85%	95%
Is Anyone Better Off? (Outcome)					
Percentage point difference between March estimate and total actual roll value	0.00%	1.00%	1.75%	1.50%	1.50%
Percent of taxing agencies rating services as good or better	100%	100%	90%	90%	90%
Percent of audits with waivers beyond the four year statute	6%	7%	20%	15%	5%

Appraisal Services (1310P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	77.0	76.0	77.0	76.0	(1.0)	76.0
Funded FTE	77.0	76.0	77.0	76.0	(1.0)	76.0
Total Requirements	9,635,077	9,559,644	9,278,193	9,783,142	504,949	10,126,934
Total Sources	6,921,641	6,750,707	4,978,551	4,532,213	(446,338)	4,586,918
Net County Cost	2,713,436	2,808,938	4,299,642	5,250,929	951,287	5,540,016
NCC Breakdown						
Mandated Services			4,299,642	5,250,929	951,287	5,540,016

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$5,250,929 or 53.7%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits. Fund Balance has been reduced and is partially offset with increased revenue as a result of the supplemental property tax administration fee and trust fund revenue that has been transferred to this budget from the Administration and Support Program to align with costs. Decreases in contract expenditure partially offsets increases for labor costs and service charges from other departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(372,068)	616,354	0	0	988,422	0

2. Staffing Reduction

One vacant Management Analyst position has been deleted to help offset increases in other operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(74,270)	(111,405)	0	0	(37,135)	(1)

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(446,338)	504,949	0	0	951,287	(1)

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; and an increase in Fund Balance for projects or expenditures not completed in FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
54,705	343,792	0	0	289,087	

Administration and Support (1320P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

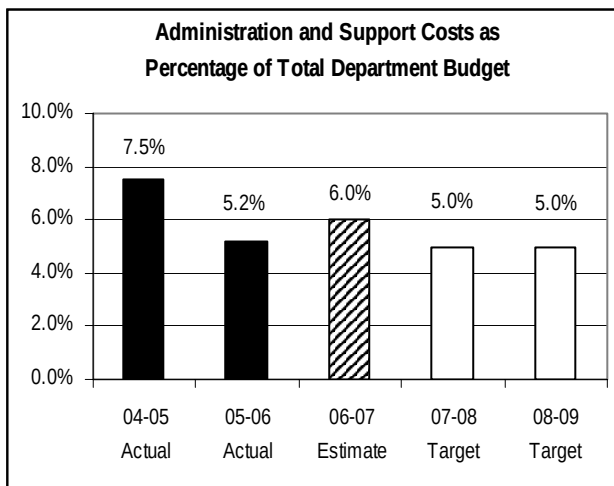
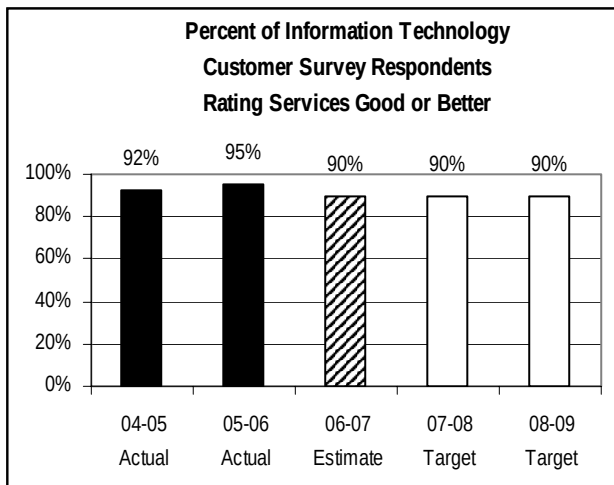
Appraisal Services

▷ **Administration and Support**

Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

Administration and Support Services serves the Assessor-County Clerk-Recorder employees, the community and other County departments by setting policies, drafting an annual business plan, monitoring accomplishments and overseeing all technology and financial operations in a collaborative manner to achieve the Department's goals and objectives.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by establishing the priorities, setting the tone and promoting a standard of excellence throughout the Department. Five equally critical categories of resources and values fuel the mission—people, programs, finance, facilities and technology. The Program supports all Assessor-County Clerk-Recorder employees in the accomplishment of Departmental mission critical activities, including implementing staff training programs in the following areas: Excel, Easy Access, appeals process, new legislation/laws, information technology; developing cash handling procedures; providing monthly financial reporting to managers; providing community outreach initiatives for all divisions; and strengthening public information efforts to advise the public of new services, laws, regulations and forums.

The following are major accomplishments in the current year:

- Initiated e-Government initiatives in every division making various public services more accessible, secure and transparent. Customers can now apply for marriage licenses online; citizens can register to vote, request a permanent absentee ballot status or sign up to become a poll worker online; and business owners may file their property statements electronically
- Offered online programs and voting materials in English, Spanish and Chinese to better serve the diverse community
- Continued to preserve official records of land, property, voting results and vital statistics
- Added new security measures to protect the technology, e-mail, records, facility and people from intentional and unintentional harm; back-up procedures, security cameras, searchable, digitized and long-life film imaging steps and procedural reviews are just some of the examples of these measures
- Continued to produce monthly financial reports to the management team to assist them in analyzing and weighing the fiscal implications of Departmental initiatives
- Added internet access to the Records Grantee-Grantor index

Story Behind Performance

Efforts to strengthen the knowledge base of staff have helped the Department navigate tight budget times. Staff development training

classes, cross-training efforts and the automation of processes have helped to conserve resources without compromising initiatives or services. The Administration and Support Program costs represent about 7% of the Department's budget.

As the Department works to automate and streamline processes in each division to make it more customer-friendly and current with today's technology, it is important to continually audit the integrity of the systems and data. New mandates in the areas of protecting an individual's right to privacy, property assessment, voting procedures, and the maintenance of public record for property transactions further complicate and necessitate this requirement. Efforts to expand online services in every division are underway making it easy to do business with the Department.

Additionally, in order to measure how the Program is doing in the area of technology customer service, satisfaction surveys are sent to the employee users of technology who use the help desk to get assistance with their technology problems. The Program's goal is to produce continuous improvement in the satisfaction rate of internal customers. FY 2005-06 customer ratings reflected a 95% satisfaction with IT services.

Major challenge over the next two years will be:

- To assure the public that the Department's systems are reliable, data is sound and that every measure has been taken to secure it for current and historical use while making substantial system improvements and process efficiencies

Program Objectives

The Administration and Support Services will meet performance targets by doing the following:

Achieve an Overall IT Customer Satisfaction Rating of at Least 90%

- Continue to improve applications and data delivery systems
- Continue to implement staff training improvements
- Implement new voter equipment system
- Implement document strategies including imaging project and FileNet
- Provide useful information and forms online

Maintain Administration and Support Costs at 5.0%

- Continue to provide division managers monthly financial reports
- Conduct a Department wide review of fees to determine if actual costs to provide services are fully recovered
- Determine if a surcharge for research requests is feasible
- Monitor Help America Vote Act (HAVA) and other departmental programs in order to identify state reimbursement opportunities

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of payables processed	4,865	6,255	4,000	7,000	4,500
Number of information technology service requests (data development)	263	338	450	450	450
How Well We Do It (Quality)					
Percent of payables paid on time	88%	87%	90%	90%	90%
Percent of network availability	100%	100%	100%	100%	100%
Median number of hours from high priority information service request to resolution	8	8	8	8	8
Percent of information technology customer survey respondents rating services good or better	92%	95%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Administration and Support costs as percentage of total departmental budget	7.5%	5.2%	6.0%	5.0%	5.0%
Amount of property transfer tax collected for taxing agencies	\$13,942,118	\$14,354,701	\$10,000,000	\$10,000,000	\$10,000,000

Administration and Support (1320P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	10.9	11.0	11.0		11.0
Total Requirements	1,377,263	1,417,412	1,566,367	1,544,402	(21,965)	1,595,989
Total Sources	380,065	402,559	632,968	557,754	(75,214)	557,754
Net County Cost	997,198	1,014,852	933,399	986,648	53,249	1,038,235
NCC Breakdown						
Mandated Services			933,399	986,648	53,249	1,038,235

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$986,648 or 64%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases. Trust fund revenue and corresponding costs have been transferred from this Program to the Appraisal Services program to better align program costs and revenues. Fund Balance for one-time purchases has been eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(75,214)	(21,965)	0	0	53,249	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	51,587	0	0	51,587	0

Elections (1330P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

Appraisal Services

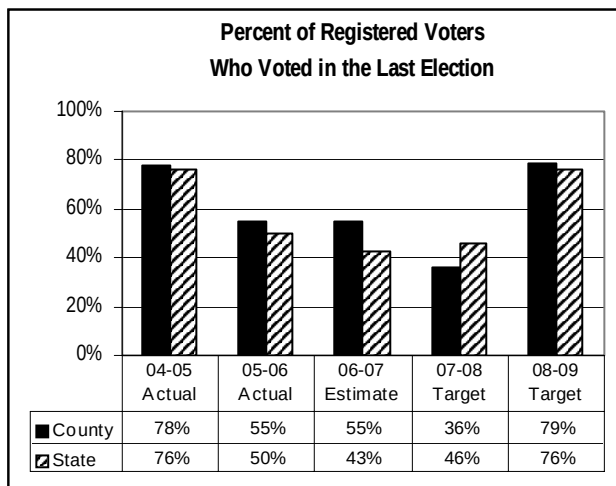
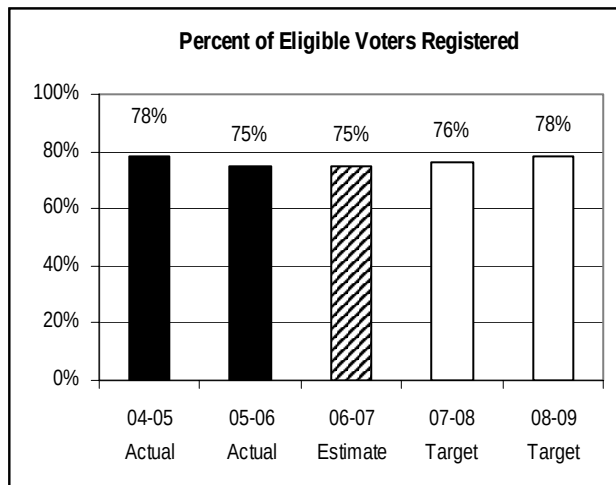
Administration and Support



Elections

County Clerk-Recorder

Headline Measures



Program Outcome Statement

The Elections Office promotes civic involvement in the election process by registering eligible voters and conducting honest and accurate elections on behalf of the citizens of San Mateo County.

Services and Accomplishments

The Elections Office primarily contributes to the goals of the Shared Vision 2010 commitment to Realize the Potential of Our Diverse Population by registering voters and conducting elections. The Office provides community education to increase voter registration and turnout, maintains a voter registration file, trains poll workers to staff voting precincts, verifies and processes candidacy petitions, prepares, distributes and processes absentee ballots, equips voting precincts and tabulates election results.

The following are major accomplishments in the current year:

- Continued to outperform the state average for percentage of voter registration (75.6% vs. 70.1%) and voter participation (55.1% vs. 50.1%).
- Expanded and improved the Student Poll Worker program by introducing the program to all schools in San Mateo County that were interested in participating. Nearly 500 students served as full pledge election officers; there was at least one student in every precinct. This program not only provides young people an opportunity to personally experience democracy in action and instills a habit to vote; the students bring new energy and cooperation amongst more mature poll workers. Students will also be a great source to assist with the implementation of new voting systems.
- Implemented a first in the state absentee ballot tracking program allowing voters to track via the Internet when their ballots were mailed from the Elections Office and when the Elections Office had received their voted ballots. This application helped to reaffirm voter confidence in the electoral process.

Story Behind Performance

San Mateo County's Elections remained ahead of statewide averages in voter registration, voter participation, and voter and poll worker education and outreach by engaging the diverse communities of the county and providing real time and relevant information through publications and the use of the Internet.

By expanding the Student Poll Worker Program after a successful pilot program, the Elections Office has begun building a foundation to supplement the phenomenon of diminishing number of adult poll workers. Students who participate take with them a foundation for voting and understanding of a fundamental part of democracy and this helps to instill a habit of voting for a lifetime.

The Office continues to work with the League of Women Voters, community organizations, County agencies, affiliated minority group

organizations, political parties, community colleges and high schools to support voter education and outreach efforts.

within the Elections website to allow for input and exchanges of ideas

Major challenges over the next two years will be:

- To fully roll-out the new voting system, outfitting every polling place with 3-5 eSlate voting devices that meet the mandates of the Help America Vote Act to ensure people with disabilities are able to vote independently and privately without uncertainty
- To thoroughly train Elections staff and poll workers in their respective areas in operating, testing, and problem resolution of the new voting equipment building on the election experiences from 2006 and 2007
- To launch a comprehensive voter education program on the use and understanding of the new voting equipment
- To manage the Help America Vote Act's requirement for new voters in the state to provide one of two forms of ID; the last four digits of a social security number or a state driver's/identification card number to be properly registered to vote and not be in risk of being disenfranchised
- To survey and bring into compliance of state and federal ADA access for all polling places used for voting in San Mateo County
- To replace the current voter registration system

Program Objectives

The Elections Office will meet performance targets by doing the following:

Register at Least 76% of Eligible Voters

- Develop and implement a comprehensive voter registration and education plan involving all segments of the voting age population and communities in San Mateo County
- Enhance voter confidence in the security of the voting process, including the installation of security cameras, and through education, direct engagement, participation, and providing input
- Continue to improve access to and convenience of the registration process through education, creation of neighborhood democracy centers, and exploration of electronic voter registration by way of new legislation
- Partner with the League of Women Voters, community organizations, County agencies, community colleges and high schools and other resources with unique outreach programs
- Perform regularly scheduled voter file maintenance activities

Maintain the Percent of Registered Voters who Voted in Last Election at 40%

- Continue to improve access to and convenience of the voting process with more efficient and convenient methods for voters to vote by mail via the internet
- Enhance voter confidence in the security of the voting process through education, direct engagement with participation and input through community organization events, school programs and Public Service Announcements
- Build upon the success of the Poll Worker Academy, to improve the voting experience for workers as well as voters by conducting open houses, creating "Talk Radio" and "Pod Cast"

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of new voters enrolled	33,714	14,298	22,000	25,000	27,000
Number of poll workers	2,125	2,025	2,200	2,100	2,100
Number of voting locations	486	472	472	450	450
How Well We Do It (Quality)					
Percent of eligible voters registered to vote	78%	75%	75%	76%	78%
Percent of eligible voters registered to vote by mail	26%	35%	36%	38%	40%
Recruitment cost per poll worker	\$46	\$45	\$40	\$40	\$40
Is Anyone Better Off? (Outcome)					
Number and Percent of registered voters who voted in last election - SMC ⁽¹⁾	288,533 / 78%	193,739 / 55%	195,249 / 55%	126,000 / 36%	292,000 / 79%
Percent of registered voters in last elections - Statewide Average ⁽¹⁾	76%	50%	43%	46%	76%
Number/Percent of registered voters who voted by mail in last election ⁽¹⁾	124,498 / 34%	89,489 / 25%	87,862 / 25%	39,915 / 20%	146,000 / 39%

⁽¹⁾ Elections occurred or will occur as follows: there was a general election in FY 2004-05; a Statewide Uniform District Election (UDEL) in FY 2005-06; a Gubernatorial election in FY 2006-07; and a local UDEL/presidential primary in FY 2007-08.

Elections (1330P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	11.0	11.0	11.0	12.0	1.0	12.0
Funded FTE	11.0	11.0	11.0	12.0	1.0	12.0
Total Requirements	5,169,477	5,809,100	14,436,741	4,199,280	(10,237,461)	4,054,928
Total Sources	3,280,779	3,183,991	11,799,348	1,732,588	(10,066,760)	1,478,123
Net County Cost	1,888,699	2,625,109	2,637,393	2,466,692	(170,701)	2,576,805
NCC Breakdown						
Mandated Services			2,637,393	2,466,692	(170,701)	2,576,805

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$2,466,692 or 60%. Of this amount, 100% includes Mandated Services with no specified maintenance of effort (MOE) requirements.

FY 2006-07 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; and elimination of one-time revenue and expenditure for new voting systems.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,228,733)	(11,100,847)	0	(123,097)	(995,211)	0

2. Staffing Adjustments

One vacant Elections Specialist III position has been deleted and one new Information Technology Analyst position has been added. One new Elections Specialist Supervisor position has been added to help manage the additional work as a result of the increased number of elections and the complexity of managing increased staffing and regulatory compliance for the elections process. Costs are fully offset with anticipated revenue as a result of increased elections and increased reimbursement from local jurisdictions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
131,973	131,973	0	0	0	1

3. Additional Elections

Budget adjustments have been made to reflect increased operating costs due to the addition of the February and June 2008 election primaries. Revenue has been adjusted as a result of increased reimbursement from other jurisdictions. Reimbursement from the General Fund through an intrafund transfer has been increased to offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	3,324,500	(2,469,990)	0	824,510	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,066,760)	(7,644,374)	(2,469,990)	(123,097)	(170,701)	1

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 to the FY 2007-08 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; reductions in extra help and overtime and other operating costs and elimination of one-time reimbursement from the General Fund through an Intrafund Transfer for two fewer elections in FY 2008-09 than FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(254,465)	(2,614,342)	2,469,990	0	54,705	0

County Clerk-Recorder (1340P)

Program Locator

County

Administration and Fiscal

Assessor-County Clerk-Recorder

Appraisal Services

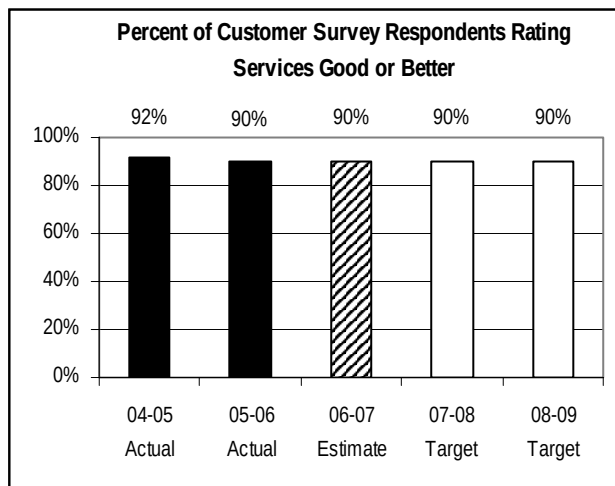
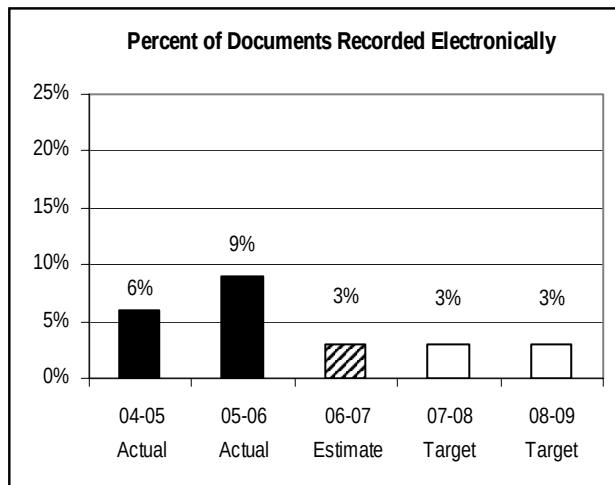
Administration and Support

Elections



County Clerk-Recorder

Headline Measures



Program Outcome Statement

The County Clerk-Recorder creates, maintains, preserves and provides access to public records, such as birth, death and marriage certificates, processes marriage licenses and fictitious business names, records documents of private property ownership and provides customer service to the general public, government agencies and the private sector, in order to preserve and provide access to official and historical records.

Services and Accomplishments

The County Clerk-Recorder's Office primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing direct services to the public including indexing and maintaining property transactions, fictitious name statements and vital records. On a daily basis, the Office receives 300 telephone calls, 100 customer walk-ins and over 1,000 document recordings. Customers seeking property information are provided a friendly environment with 20 workstations and easy access to searchable databases that yield the information in just a few seconds, as well as historical microfilm and books.

The following are major accomplishments in the current year:

- Expanded eGovernment initiatives by completing the implementation of an internet site to search the recorded document index, as well as counting to expand the functionality of the website (e.g. virtual tour for the public to view)
- Continued to develop new computer programs to automate additional functions in the County Clerk's unit
- Continued excellent customer service options by working closer with the public and private industry
- Provided leadership in California with the Clerk-Recorder Association and the Attorney General's Office to implement e-Recording

Story Behind Performance

To better serve the County's diverse population, staff provides customer service in English, Spanish and Chinese. These efforts and several other endeavors have had a direct bearing on customer service delivery. In FY 2006-07, the CARES customer surveys indicated that 90% of customers rated overall satisfaction with County Clerk-Recorder services as good or better, a significant gain over the 71% rating received in FY 2000-01.

The County Clerk-Recorder's eRecording pilot project serves as a model for the State. The pilot has enabled the recording of various high volume documents. This year the Office has worked closely with the Attorney General's office to implement regulations for a new statewide program. These electronic recording efforts save enormous time, reduce errors and create a more timely public record. Currently six percent of documents are electronically transferred. While eRecording initiatives hold the most promise for

increasing the efficient delivery of service to customers, these initiatives face barriers. Gains will be made in the area of eRecording on certain documents, but the real savings and service delivery gains await the acceptance of full property transfer measures.

Major challenges over the next two years will be:

- To continue to deliver excellent customer service while implementing eGovernment initiatives
- To balance the rights of privacy with the right to access public information
- To manage workload with limited resources

Program Objectives

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

Maintain Documents Electronically Recorded at 3%

- Continue online eGovernment applications
- Integrate Geographic Information System (GIS) with Recorder to capture change in ownership
- Develop and implement online electronic information applications Create a user-friendly publication for people opening new businesses in San Mateo County
- Expand eRecording pilot
- Initiate a statewide online eRecording Newsletter for industry and government leaders to educate and promote e-Recording

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communication with other departments, outside agencies and title companies
- Provide trilingual instructions for customers at each computer

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of documents examined, recorded and indexed	236,203	230,188	230,000	210,000	210,000
Number of customers assisted per day (on-site and callers)	400	369	400	400	400
How Well We Do It (Quality)					
Percent of documents electronically recorded	6%	9%	3%	3%	3%
Percent of customer survey respondents rating services good or better	92%	90%	90%	90%	90%
Percent of transactions processed correctly	99%	99%	99%	99%	99%
Is Anyone Better Off? (Outcome)					
Percent change in error rate of distribution of transfer tax from prior year	3.3%	2%	7%	7%	7%
Amount of recording fees generated	\$2,311,589	\$2,173,846	\$2,000,000	\$1,900,000	\$1,900,000

County Clerk-Recorder (1340P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	24.0	24.0	24.0	24.0		24.0
Funded FTE	23.8	24.0	24.0	24.0		24.0
Total Requirements	3,815,655	3,398,284	3,530,365	3,253,881	(276,484)	3,344,623
Total Sources	5,791,055	5,092,492	4,943,863	4,554,624	(389,239)	4,554,624
Net County Cost	(1,975,399)	(1,694,208)	(1,413,498)	(1,300,743)	112,755	(1,210,001)
NCC Breakdown						
Mandated Services			(1,413,498)	(1,300,743)	112,755	(1,210,001)

Program Net County Cost

This program has a negative Net County Cost (NCC) of \$1,300,743. Revenues received from Document Recording Fees exceed direct operational costs and are used to offset overhead budgeted in other programs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been to meet performance targets: inclusion of merit increases and negotiated labor increases and benefits; a reduction in recording fees due to the decline in real estate market activity; a decrease in Fund Balance used for one-time purchases; and a reduction in one-time contract expenditure for the new recording system.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(389,239)	(276,484)	0	0	112,755	0

FY 2008-09 Program Funding Adjustments

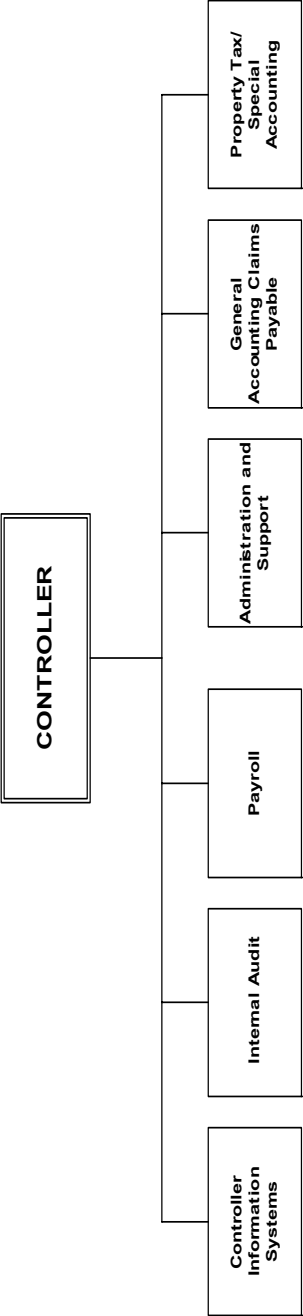
The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases as well as merit increases and higher benefit costs; and increased use of trust fund receipts to cover operational expenses.

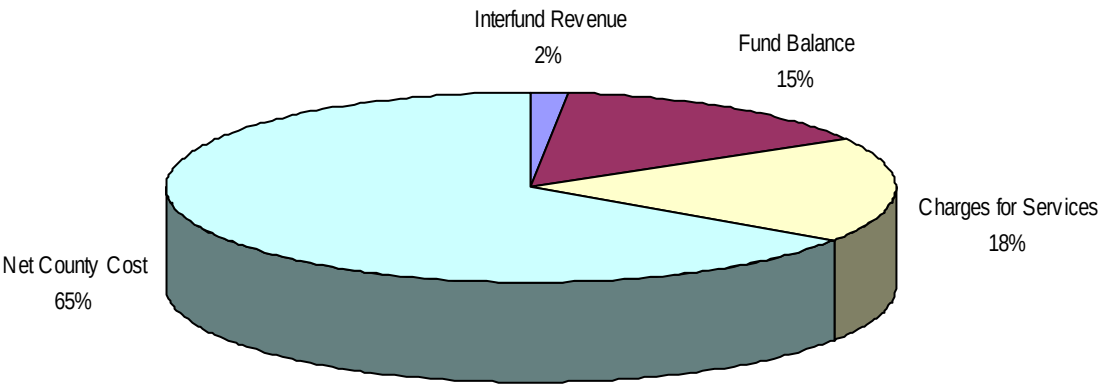
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	90,742	0	0	90,742	0

CONTROLLER'S OFFICE

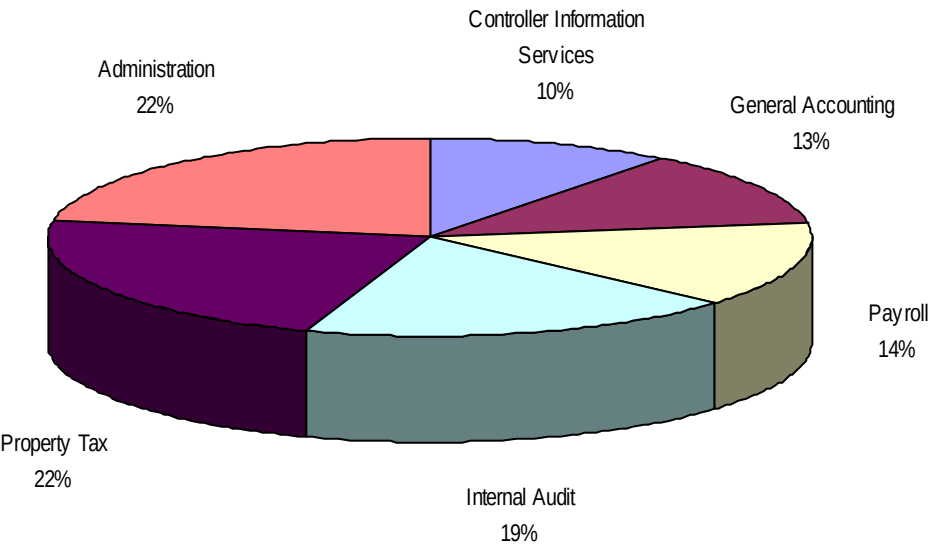


Controller's Office

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

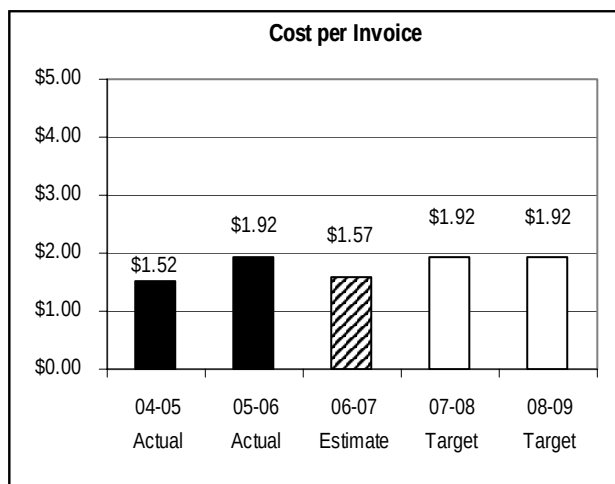
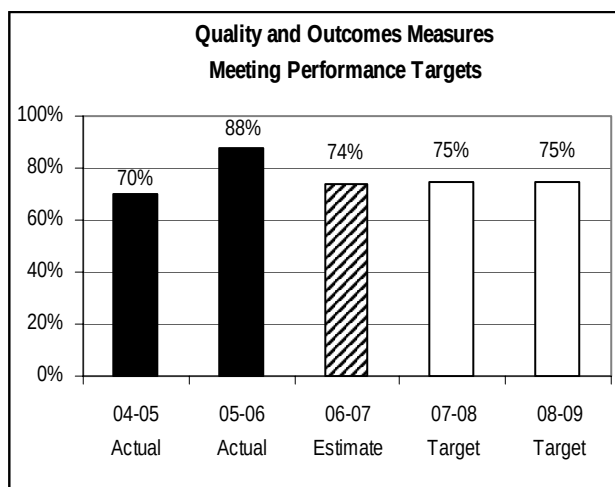
County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder

▷ Controller's Office

Treasurer-Tax Collector
County Counsel
Human Resources
Information Services Department
Grand Jury
Retirement (SamCERA)

Department Measures



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.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Realize the Potential of Our Diverse Population

• **Involvement with County Sponsored Events**

Participated in County-sponsored events such as HeartWalk, Second Harvest Food Bank and the Charitable Kick-Off Events.

• **Collaborated with Partners**

Collaborated with the Assessor and Treasurer-Tax Collector, local cities, school districts and special districts to help maintain the fiscal stability of the county's 135 public agencies that provide the residents with high quality community services.

Provided year-round assistance to all County departments to resolve complex accounting issues, meet emergency fiscal needs, provide claiming oversight and review (federal, state and local grants), and meet the County's external financial reporting mandates.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

• **Safeguard Tax Payers' Money**

Generated and saved millions of revenue dollars for the County through operational, management and financial audits, which identified cost effective and/or efficient business strategies leading to the conservation of tax dollars and the fiscal stability of County operations.

• **Enhanced Delivery of Services and Information**

Improved the quality and accessibility of the County's financial information so that citizens, policy leaders and County managers could make informed decisions with regard to taxpayer money.

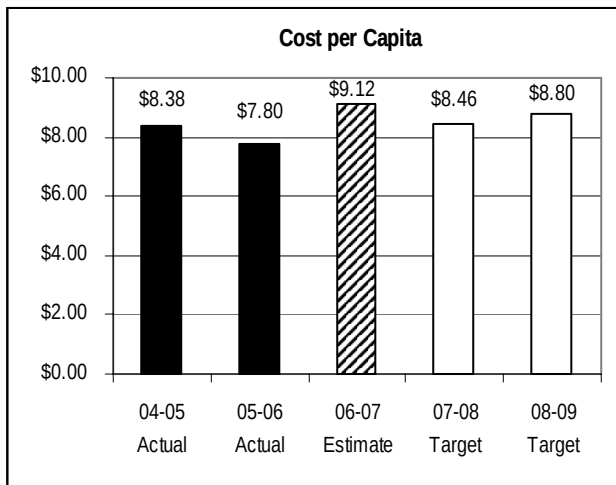
Upgraded the Personnel Information Payroll System (PIPS) in order to provide fraud safeguards for County employees

Worked in conjunction with County departments to streamline and improve the fiscal year end processes

Implemented the IFAS 7i upgrade, which is the building block for the County to conduct eCommerce

Increased countywide participation in the Direct Deposit Advantage Program to 95%.

Provided accessibility to Property Tax Rates through online access



Major Accomplishments in FY 2006-07

Responsive, Effective and Collaborative Government

- Conserved resources and preserved services provided by local agencies in the county by conducting operational audits that generated and/or saved a total of \$74.1 million
- Preserved \$20 to \$30 million, the cost of implementing a new accounting system, through continued maintenance and expert support of the County's Integrated Financial and Administrative Solution (IFAS) system
- Implemented, in collaboration with the County's Information Services Department and Human Resources Department, the County's new Automated Time Keeping System (Workbrain)
- Collaborated with County Counsel Office, Information Services Department, and Human Resources Department in resolving complex payroll issues involving the Fair Labor Standards Act (FLSA) and ensuring future compliance
- Automated the Property Tax Roll Change process, which saves costs, provides the taxpayer with more timely and accurate bills and reduces the amount of refunds
- Received awards of recognition by the Government Finance Officers Association (GFOA) for the County's Comprehensive Annual Financial Report and Popular Annual Financial Report
- Received high customer service ratings

Major Issues to be Addressed

Deficiencies in Internal Controls—The County's Grand Jury Auditors have reported that the Controller's Office should correct internal control deficiencies in staffing levels and fixed asset reporting.

Property Tax Division Function—There is a potential for further enhancing the Controller's Property Tax Division's role in ensuring accurate and timely assessment in billing of property tax.

Technology and Training—Ongoing technology enhancements and countywide IFAS training are not performed due to staffing and resources limitations.

Key Department Initiatives

1. Fixing Structural Internal Control Deficiencies

Major Issues to be Addressed:

- As noted in the Grand Jury Auditors' Report to Management, the Controller's General Accounting/Accounts Payable Division is heavily reliant on one employee to meet complex external reporting needs and resolve complex accounting issues. As a result, the County is at significant risk that internal controls over the accounting for and reporting of its significant financial transactions may be adversely affected.
- As noted in the Grand Jury Auditors' Report to Management, the County's fixed asset accounting system was designed prior to a significant change in reporting required by Governmental Accounting Standards Board Statement No. 34 and is no longer adequate to meet these new reporting requirements. Proper implementation of the general ledger's fixed asset accounting module will reduce the risk that fixed assets not be properly accounted for as well as replace an aging fixed asset accounting process that relies on unsupportable technology.

Alignment to Shared Vision:

- Responsive, effective and collaborative government

Goals:

- Ensure the Controller's Office is properly staffed to provide a sound internal control structure for the County
- Implement the IFAS Fixed Asset Module to ensure a sound internal control framework for the County

Objectives:

- Ensure the County's major funding sources are not interrupted due to non-compliance with statutory reporting requirements
- Ensure the County's financial transactions continue to be recorded timely and properly without disruption during succession changes
- Maintain an efficient central accounting office

Major Milestones:

- Implement recommendations of the Grand Jury Auditors and Human Resources Department by September 2008
- Implement IFAS Fixed Asset Module and develop reports required to support internal controls and reporting requirements by June 2008
- Measure results

Partners:

- Human Resources Department
- Information Services Department

FY 2007-08 Budget Impact:

The cost implications of this initiative are unknown at this time.

2. Enhancing Countywide Technology and Training

Major Issues to be Addressed:

- Insufficient staffing levels within the Controller's Office have limited the capabilities of the department to provide for new initiatives or process improvements to the County's financial system, which would benefit all County fiscal operations.
- The County's new Automated Time Keeping System (Workbrain) will require additional resources for system maintenance, help desk inquiries, report creation, ongoing training, and rule design.
- There have been delays in delivering eCommerce, which would allow for electronic payments to vendors (including Community-Based Organizations).
- Current staffing levels prohibit design and implementation of automated processes that the County's financial system is capable of and that would benefit all fiscal operations of the County.
- Current staffing levels do not allow for IFAS 7i training nor payroll or Automated Timekeeping System training.

Alignment to Shared Vision:

- Responsive, effective and collaborative government

Goals:

- Provide adequate personnel to assist County employees in accounting and payroll processes
- Continue to improve and streamline Controller processes that affect all County departments

Objectives:

- Increase the number of accounting transactions processed electronically
- Reduce the number of payroll adjustments

Major Milestones:

- Develop IFAS training materials and train new and current users on IFAS 7i by June 2008
- Ongoing application management of the new Automated Time Keeping System
- Implement recommendations of the Grand Jury Auditors and Human Resources Department by September 2007

Partners:

- Human Resources Department
- Information Services Department
- All other County Departments

FY 2007-08 Budget Impact:

The cost of adding one Management Analyst position to assist in IFAS system support and training is \$111,405.

3. Redefining the Controller's Role in Property Tax Roll Maintenance

Major Issues to be Addressed:

- The Controller's Property Tax Division's role in Property Tax Roll Maintenance does not effectively reduce the risk of

unauthorized change or untimely, inaccurate billing; cannot discover systematic problems that can be corrected in a timely manner; and adds no value with the exception of data entry, which can be automated.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Complete the automation of the roll change process to save costs, provide the taxpayer more timely and accurate bills, and reduce the amount of refunds
- Refocus the Controller's Property Tax effort to analyze and audit the process rather than the current low value activity of data entry

Objectives:

- Improve the percentage of automated tax roll change transactions
- Decrease staff time spent on manual entry and increase staff time spent on audit and analysis
- Reduce tax roll changes
- Improve accuracy of tax bills
- Lower the number of resent tax bills
- Decrease the number of dollar value of refunds

Major Milestones:

- Write and test applications in the Tax Collector system to handle calculation of refunds and the interface into IFAS' payment process by June 2008
- Measure results

Partners:

- Assessor's Office
- Treasurer-Tax Collector's Office
- Information Services Department

FY 2007-08 Budget Impact:

None. This proposed initiative would shift priorities within existing resources.

4. Controller's Office Reorganization

Major Issues to be Addressed:

- Improvements are needed in the structure and staffing levels of the Administrative, General Accounting and Information Systems Divisions in order to coordinate Countywide employee training, succession and emergency planning, meeting the goals of fixing structural internal control deficiencies, and enhancing Countywide technology.

Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population
- Responsive, Effective and Collaborative Government

Goal:

- Restructure the Controller's Office to increase County employee training, improve financial services to customers,

plan for management succession, reduce risks, and increase effectiveness.

Objectives:

- By Fall 2007, reorganize and implement staffing changes in Controller's Office

Major Milestones:

- Work with Human Resources Department to finalize Workload Analysis of Controller's Administrative, General Accounting and Controller Information Systems Divisions by April 2007.
- Implement organizational and staffing changes by Fall 2007

Partners:

- County Manager's Office
- Human Resources Department

FY 2007-08 Budget Impact:

The cost of adding a Public Services Specialist and a Fiscal Office Specialist is \$103,346 in FY2007-08.

Other Significant Objectives by Program

The Controller's Office includes the following programs:

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

The following program objectives will significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

All Controller Office Divisions

- Maintain high customer satisfaction ratings
- Balance and maintain quality service with limited resources

Operational Audit Division

- Maintain and improve quality control processes for the County
- Continue to identify departmental savings, new revenue and maximize County resources

Controller Information System

- Continue to maintain the County's financial system
- Continue to assist users in obtaining financial information

General Accounting/Accounts Payable

- Continue to improve transaction cycle processes
- Continue to provide financial information in a timely manner

Controller's Office (1400B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		106,702				
Charges for Services	1,266,261	1,277,031	1,263,503	1,242,975	(20,528)	1,242,975
Interfund Revenue	124,389	87,241	89,409	112,572	23,163	114,671
Miscellaneous Revenue	22,462	68,468				
Total Revenue	1,413,112	1,539,442	1,352,912	1,355,547	2,635	1,357,646
Fund Balance	814,223	928,395	928,389	1,032,369	103,980	1,032,369
TOTAL SOURCES	2,227,335	2,467,837	2,281,301	2,387,916	106,615	2,390,015
REQUIREMENTS						
Salaries and Benefits	4,116,701	4,178,819	4,569,262	4,881,172	311,910	5,076,965
Services and Supplies	378,661	563,481	540,220	571,045	30,825	573,144
Other Charges	928,995	889,266	962,615	1,004,937	42,322	1,004,937
Fixed Assets	877,754	22,776				
Gross Appropriations	6,302,112	5,654,342	6,072,097	6,457,154	385,057	6,655,046
Intrafund Transfers	(150,000)	(194,850)	(8,200)	(82,565)	(74,365)	(82,565)
Net Appropriations	6,152,112	5,459,492	6,063,897	6,374,589	310,692	6,572,481
Contingencies/Dept Reserves	74,177	79,543	537,946	641,926	103,980	641,926
TOTAL REQUIREMENTS	6,226,289	5,539,035	6,601,843	7,016,515	414,672	7,214,407
NET COUNTY COST	3,998,954	3,071,199	4,320,542	4,628,599	308,057	4,824,392
AUTHORIZED POSITIONS						
Salary Resolution	41.0	41.0	41.0	44.0	3.0	44.0
Funded FTE	40.3	40.1	40.5	42.5	2.0	42.5

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$106,615 or 4.7% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Charges for Services

There is a decrease of \$20,528 in this funding source due to the discontinuance of the AB589 Audit for the Assessor's Office and a change in accounting methods.

Interfund Revenue

There is an increase of \$23,163 in this funding source due to new audits for the San Bruno Mountain California Highway Patrol and the Housing Endowment and Regional Trust, increased audit and financial service fees, and the shifting of revenue from Intergovernmental Revenues.

Fund Balance

There is a net increase of \$103,980 in this funding source based on year-end estimates.

TOTAL REQUIREMENTS

Total Requirements increased by \$414,672 or 6.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$311,910 in this expenditure category due to negotiated labor increases, merit increases, adjustments for actual costs of seasonal extra help work, and various benefit adjustments. Three positions are being added: one Management Analyst III, one Fiscal Office Specialist, and one Public Services Specialist. These positions will enable the Controller's Office to provide Countywide training and to make the office more efficient and responsive to its clients. The new positions are partially offset by the .5 FTE reduction of one Senior Internal Auditor position.

Services and Supplies

There is an increase of \$30,825 in this expenditure category due to a price increase for the County's A-87 cost allocation plan, the purchase of computer software, and various increases to reflect rising costs of services and supplies.

Other Charges

There is an increase of \$42,322 in this expenditure category due to increased charges for Information Services Department services, general liability insurance, and other service charges. These increases were partially offset by a reduction in rental charges from a decrease in office rental space and a slight reduction in Human Resources services charges.

Intrafund Transfers

There is an increase of \$74,365 in this expenditure category due to reimbursement for payroll system costs and services provided to the Health Department.

Contingencies/Departmental Reserves

There is an increase of \$103,980 in this expenditure category due to increased year-end fund balance. The balance in Reserves represents 10.1% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$514,434.

NET COUNTY COST

There is an increase of \$308,057 or 7.1% in this Department's General Fund allocation due to the addition of one Management Analyst III in the Controller Information Systems program and due to negotiated salary and merit increases.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources increased by \$2,099 or .09% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Interfund Revenue

There is an increase of \$2,099 in this funding source due to increases in the costs of services that are passed through.

TOTAL REQUIREMENTS

Total Requirements increased by \$197,892 or 2.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$195,793 in this expenditure category due to negotiated salaries and benefits increases.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 9.8% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$510,476.

NET COUNTY COST

There is an increase of \$195,793 or 4.2% in this Department's General Fund allocation due to negotiated salary and benefits increases.

Administration (1411P)

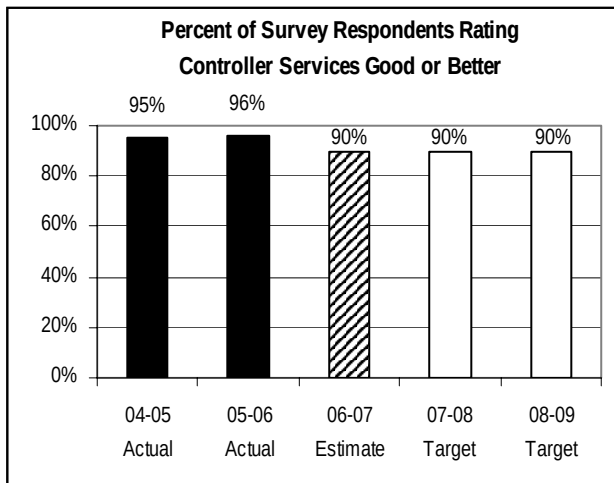
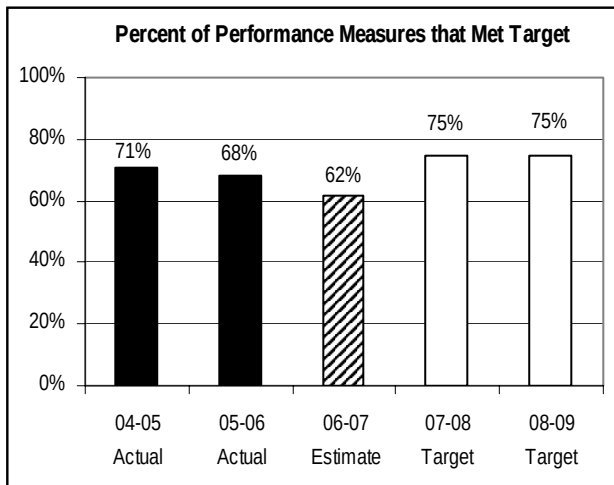
Program Locator

County

Administration and Fiscal
Controller's Office

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

Headline Measures



Program Outcome Statement

The Administration Program sets priorities, provides support and leadership to all Controller programs and fiscal personnel in the County, produces and oversees the department budget, provides public information and communicates with stakeholders to keep everyone apprised of changes, issues and concerns.

Services and Accomplishments

The Administration Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing financial services to departments, agencies, special districts, cities and the school districts and citizens. The Administration sets the tone and directs the work of all Controller programs. The Controller's fundamental commitment is to continuously improve service, reduce taxpayer costs, upgrade the technological infrastructure and enhance the quality, presentation and accessibility of financial information.

The following are major accomplishments in the current year:

- Conserved resources and preserved services provided by local agencies in the County by conducting operational audits that generated and/or saved a total of \$74.1 million dollars
- Developed, tested and implemented the first part of the Property Tax Roll Maintenance Project
- Began implementation of Phase II the Property Tax Roll Extension Project to automate the property tax apportionment process
- Completed Phase I of the Automated Time Keeping System (Workbrain)
- Provided significant resources and expertise to resolve complex Countywide payroll issues (FLSA)
- Earned positive customer service ratings overall, despite limited personnel and increases in the staff workload for those responsible for the management and implementation of complex projects and mandated Controller services
- 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 to taxpayers, city and special district finance staff and County management

Story Behind Performance

Administration Program staff direct the work of the Controller's Office programs, including major projects currently underway. These projects have been undertaken in order to improve services, reduce taxpayer costs, upgrade the technological infrastructure and enhance the quality and presentation of financial information and reporting models. The program has continuously received high customer satisfaction ratings. An overall customer satisfaction rating of over 90% is anticipated in the current year.

Major challenges over the next two years will be:

- To balance and maintain quality service with limited resources
- To ensure data integrity and reliability and manage systemic change with limited resources

Program Objectives

The Administration Program will meet performance targets by doing the following:

Meet at least 75% of Performance Targets

- Test and implement the second phase of the Property Tax Roll Maintenance Project
- Finalize Phase II of the Property Tax Roll Extension Project to automate the property tax apportionment process
- Assist in the implementation process of Phase II of the Countywide Automated Time System
- Reorganize and implement staffing changes in the Controllers' Office to increase County employee training, improve financial services to customers, plan for management succession, reduce risks, and increase effectiveness
- Continue to maintain, upgrade and increase the functionality of the County's financial accounting system
- Develop eCommerce online financial transaction capability for vendors, cities, special districts and school districts
- Continue ongoing improvement of transaction cycle processes to increase productivity while maintaining adequate internal accounting controls
- Provide operational audits to help County departments identify process savings, new revenue and to stretch resources
- Collaborate and initiate programs, services and policies to maximize County revenues, resources and improved business processes
- Work collaboratively with SamCERA, San Mateo County Finance Officers Group (SAMFOG), the Treasurer-Tax Collector, Assessor and County Manager to maximize financial benefits to the County
- Provide project management services on Countywide projects to realize efficiencies
- Begin implementation of the IFAS 7i's Fixed Asset Module

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Improve communications and public access to financial information by publishing the CAFR, PAFR, Property Tax Rate Book, Property Tax Highlights and DollarWise newsletter in order to provide quality, public information regarding San Mateo County finances (all of these publications are available online)
- Survey customers annually to continue to identify needs, concerns and meet customer requests for service improvements

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of performance measures (all programs) monitored	46	46	45	45	45
How Well We Do It (Quality)					
Number of measures that met target	33	31	28	37	37
Percent of performance measures that met target	71%	68%	62%	75%	75%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating Controller Services good or better	95%	96%	90%	90%	90%

 Administration (1411P)
 Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	5.0	5.0	5.0	7.0	2.0	7.0
Funded FTE	5.0	5.0	5.0	6.7	1.7	6.7
Total Requirements	1,047,708	995,653	1,364,641	1,553,982	189,341	1,581,900
Total Sources	249,680	229,110	452,916	556,896	103,980	556,896
Net County Cost	798,028	766,543	911,725	997,086	85,361	1,025,004
NCC Breakdown						
A-87 Cost Plan			139,841	32,219	(107,622)	32,219
Mandated Services			771,884	964,867	192,983	992,785

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$997,086 or 64.2%, of which 100% includes Mandated Services currently provided with no maintenance-of-effort.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor and merit increases; increases in contract expenses and service charges; adjustments to services and supplies; and an increase in Fund Balance with a corresponding increase in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
103,980	88,552	0	2,546	(12,882)	0

2. Addition of Positions

Two positions are being added: one Fiscal Office Specialist and one Public Services Specialist. These positions are partially offset by savings in services and supplies generated by the new positions. These positions will enable the Administration program to be more efficient and responsive to its clients.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	98,243	0	0	98,243	2

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
103,980	186,795	0	2,546	85,361	2

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: salaries and Benefits have been increased to include negotiated labor increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	27,918	0	0	27,918	0

Internal Audit (1421P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

► Internal Audit

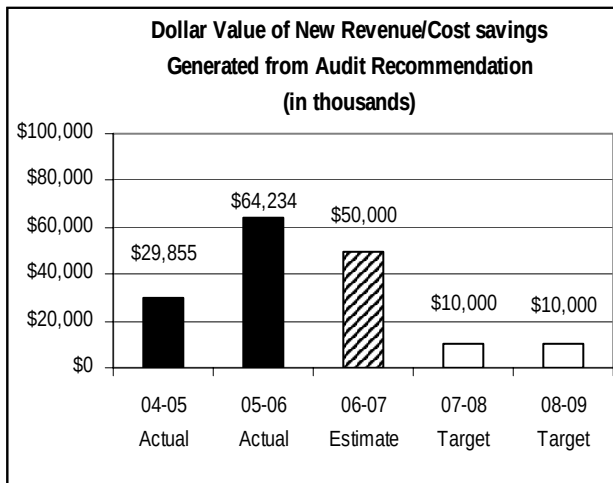
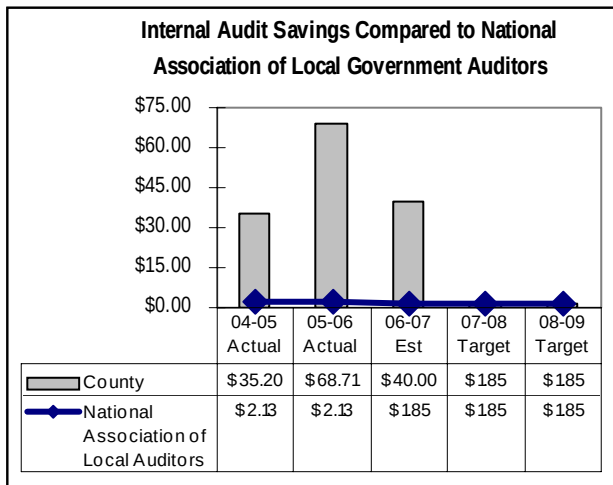
Payroll Services

Controller Information Systems

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Internal Audit Program conducts independent audits, evaluations and analyses to assist County management to improve efficiency and effectiveness of programs and functions, to safeguard County assets and meet reporting requirements.

Services and Accomplishments

The Internal Audit Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by conducting audits to meet reporting requirements, to reduce risk, and to identify savings, new revenue and and/or more efficient ways to do business.

The following are major accomplishments in the current year:

- Generated and/or saved \$74.1 million through revenue enhancements and cost savings from operational audits such as the Education Revenue Augmentation Fund (ERAF) audit, which generated revenue for the County in the amount of \$52.1 million
- Played a major role in the Controller's effort in procuring and implementing the Automated Time Keeping System and upgrading the property tax system

Story Behind Performance

The Internal Audit Program conducts audits to meet reporting requirements, reduce risk, and identify savings, new revenue and more efficient ways to do business. During the past five years, operational audits have helped departments improve services and processes and increase revenues and cost savings. This year the Internal Audit Program helped the County to generate revenue enhancements and cost savings of over \$74 million. The Education Revenue Augmentation Fund (ERAF) audit alone generated \$52.1 million revenue for the County and \$22 million for local taxing agencies. Using a Civil Grand Jury suggested measure (Association of Local Government Auditors), the County is expected to save over \$40.00 for every dollar spent on Internal Audit. The savings rate is many times the Association of Local Government Auditor's benchmark of \$1.85.

Mandated audits, which include audits of financial statements and compliance audits of County programs receiving state and federal grants, provide assurance to the state, grantors and other stakeholders that funding terms and conditions are met. The program audited grants totaling \$40 million. Some of the major financial statement audits include the Youth Services Center Construction grant with \$21 million in state funds and \$34 million in matching county funds, First 5 San Mateo County with \$45 million in assets, the San Mateo County Expo Center and the County's Narcotics Task Force. The division also coordinates the countywide Single Audit that covers grant expenditures of about \$180 million. The mandated audits help the Program attract qualified professionals interested in earning their CPA as they can complete the hours necessary for certification. The program also handles State's statutory reporting requirements for certain public safety programs, and coordinates and processes the remittance to the state of fines, fees and forfeitures totaling about \$25 million that are collected by the courts, County departments and other agencies.

Major challenges over the next two years will be:

- To provide ongoing training for staff in order to remain in compliance with professional standards and maintain the ability to perform various types of audits
- To retain qualified auditors by offering competitive salaries in order to build a team that is able to meet the multitude of mandatory audit requirements and diverse audit processes within the County and to provide effective leadership for major reengineering projects

Program Objectives

The Internal Audit Program will meet performance targets by doing the following:

Achieve Greater Rate of Savings than the National Benchmark of \$1.85

- Increase use of data analysis tools when conducting audits
- Maintain and improve quality control processes
- Identify and review areas that maximize opportunities for cost savings/ process improvements

Achieve New Revenue and Cost Savings of at least \$370,000

- 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
- Provide data analysis that helps with effective decision-making to reduce costs
- Provide consulting services and leadership, as necessary, on major reengineering projects

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of audits conducted:					
- Mandated	18	16	18	18	18
- Discretionary	3	1	3	3	3
- Special projects	14	9	6	6	6
How Well We Do It (Quality)					
Dollar savings per Audit employee	\$3,339,393	\$8,329,398	\$6,000,000	\$36,500	\$36,500
Percent of County budget covered by internal controls review (risk reduction) ⁽¹⁾	36%	11.5%	11.5%	10%	10%
Is Anyone Better Off? (Outcome)					
Number of internal audit changes recommended (internal control audits)	41	14	15	15	15
Number of recommended changes that are implemented by departments	10	10	10	10	10
Dollar value of new, one-time revenue enhancements/cost savings (efficiency/ effectiveness audits)	\$29,854,541	\$64,234,200	\$50,000,000	\$10,000	\$10,000
Dollar value of new, ongoing revenue enhancements/cost savings (efficiency/ effectiveness audits)	\$200,000	\$424,000	\$488,000	\$370,000	\$370,000
Percent increase in new revenue collection/ cost savings expressed as a percentage of Internal Audit Program budget ⁽²⁾	3,520%	6,492%	4,000%	40%	40%
Dollars saved for every dollar spent on internal and operational audits ⁽³⁾					
- County	\$35.20	\$68.71	\$40.00	\$1.85	\$1.85
- National Association of Local Government Auditor's Benchmark	\$2.13	\$2.13	\$1.85	\$1.85	\$1.85

⁽¹⁾ Each year the Program will strive to review internal controls over processes that cover 10% of the County budget. Wherever possible priority will be given to processes with significant opportunities for improvement or high risk of errors or irregularities.

⁽²⁾ The new revenue enhancements/cost savings targets for FY 2007-08 and FY 2008-09 are estimated at 40% of Internal Audit Program budget and will be adjusted as audits are undertaken and result in recommendations relating to revenue enhancement/cost savings that could be implemented in those fiscal years.

⁽³⁾ The county targets for FY 2007-08 and FY 2008-09 are based on current data from the Benchmarking and Best Practices Survey of the Association of Local Government Auditors. Adjustments will be made as updated data becomes available.

Internal Audit (1421P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.9	9.8	10.0	9.5	(0.5)	9.5
Total Requirements	1,092,490	1,065,830	1,296,409	1,302,617	6,208	1,356,835
Total Sources	86,427	58,973	76,360	72,610	(3,750)	72,610
Net County Cost	1,006,063	1,006,857	1,220,049	1,230,007	9,958	1,284,225
NCC Breakdown						
A-87 Cost Plan			279,681	143,770	(135,911)	143,770
Mandated Services			940,368	1,086,237	145,869	1,140,455

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$1,230,007 or 94.4%, of which 100% includes Mandated Services currently provided with no maintenance-of-effort.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; merit increases; adjustments to services and supplies; and increased County facility rental charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,750)	74,780	(2,500)	0	76,030	0

2. Reduction of One Position

One vacant Senior Internal Auditor position is being reduced by .5 FTE to offset the addition of one new position in the Administration Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(66,072)	0	0	(66,072)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,750)	8,708	(2,500)	0	9,958	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	54,218	0	0	54,218	0

Payroll Services (1431P)

Program Locator

County

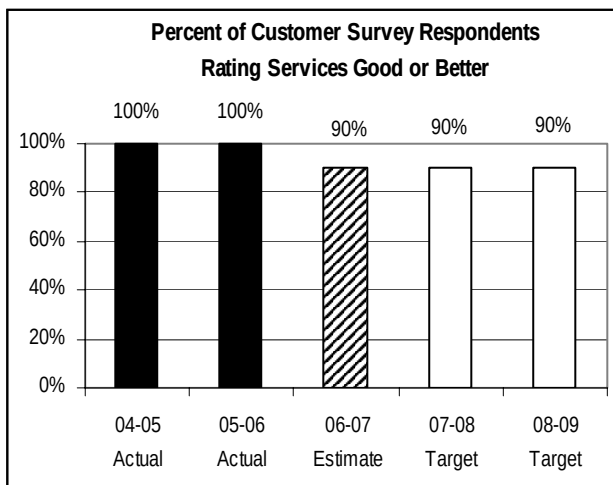
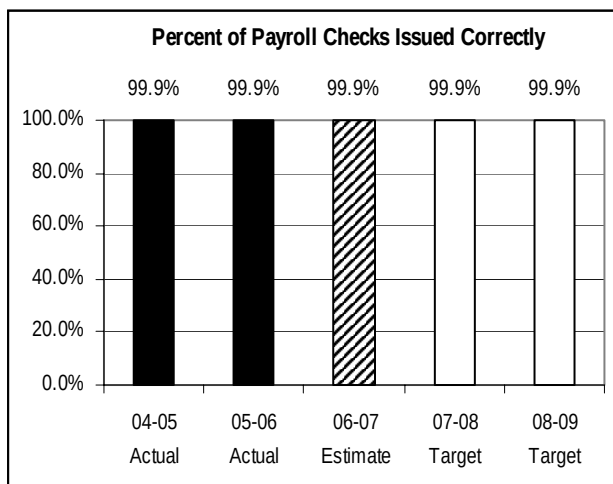
Administration and Fiscal
Controller's Office
Administration
Internal Audit



Payroll Services

Controller Information Systems
General Accounting
Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Payroll Services Program provides timely and accurate preparation, distribution and reporting of payroll to County departments and special districts to ensure that employees are paid correctly and Federal and State reporting requirements are met.

Services and Accomplishments

The Payroll Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by processing payroll transactions for all County departments.

The following are major accomplishments in the current year:

- Continued to earn 100% good or better customer satisfaction ratings
- In cooperation with Information Services Department, completed Phase I of Automated Time Keeping System
- Increased direct deposit to 95%, exceeding the national average of 71%
- Continued Direct Deposit Advantage Program campaign to raise awareness of the benefits of direct deposit
- Enhanced online Payroll Reference Booklet for Payroll Clerks

Story Behind Performance

The Payroll Services Program has consistently earned the highest customer satisfaction ratings in the Controller's Office. The overall satisfaction ratings for services offered by the Payroll Services Program for the past five years has been 99% or 100%.

In cooperation with Information Services Department, the Payroll Program has completed Phase I of the implementation process for an Automated Time Keeping System (Workbrain). The completion of the Workbrain project will reduce payroll errors, reduce time spent correcting timecards and improve access to timecards. In addition, the program has continued its Direct Deposit Advantage Program, which targets employees not currently enrolled in the County's direct deposit system.

Major challenges over the next two years will be:

- To balance current workload by cross-training all program staff
- To implement, in cooperation with ISD, Phase II of Workbrain system
- To improve service delivery by training/re-training departments' Payroll Coordinators regarding payroll processes
- To analyze Payroll Program business processes, develop improvement ideas, and implement process improvement changes
- To increase employee direct deposits to 97%

Program Objectives

The Payroll Services Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Conduct customer survey to collect statistical data to determine the level of satisfaction rating and identify those services that need to be modified or improved

- Implement changes in processing or training that have a negative effect on the satisfaction rating

Maintain 100% of Payroll Checks Issued Correctly

- Actively participate in the Implementation Phase II of the Workbrain System, which will increase the timeliness of payroll time and data input by eliminating manual time cards

Achieve 100% Direct Deposit Participation

- Continue the Direct Deposit Advantage Program to provide employees information on the benefits of enrolling in the direct deposit program

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of departmental payroll adjustments processed each pay period	1,609	1,821	1,700	1,034	1,034
Number of department payroll adjustments requiring correction per pay period	563	637	600	311	311
Number of timecard transaction lines processed each pay period	19,001	20,285	21,000	22,000	23,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	100%	100%	90%	90%	90%
Percent of timecard transactions processed electronically ⁽¹⁾	25%	25%	30%	98%	98%
Is Anyone Better Off? (Outcome)					
Number of payroll checks issued correctly	159,116	161,971	165,000	168,000	171,000
Percent of payroll checks issued correctly	99.9%	99.9%	99.9%	99.9%	99.9%

⁽¹⁾ Current percentage based on electronic interfaces received from Information Services Department and the Department of Public Works for stand-alone time-entry software.

Payroll Services (1431P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0
Total Requirements	998,996	1,001,553	980,763	972,662	(8,101)	997,701
Total Sources		6				
Net County Cost	998,996	1,001,547	980,763	972,662	(8,101)	997,701
NCC Breakdown						
A-87 Cost Plan			167,809	368,060	200,251	368,060
Mandated Services			812,954	604,602	(208,352)	629,641

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$972,662 or 100%. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor and merit increases; increases for overtime and extra help costs; adjustments to services and supplies; and reimbursement for payroll system cost increase.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	79,186	(71,865)	0	7,321	0

2. Adjustments due to Staffing Changes

Appropriations for overtime are decreased due to the addition of one Fiscal Office Specialist in the Administration Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(15,422)	0	0	(15,422)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	63,764	(71,865)	0	(8,101)	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	25,039	0	0	25,039	0

Controller Information Systems (1432P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

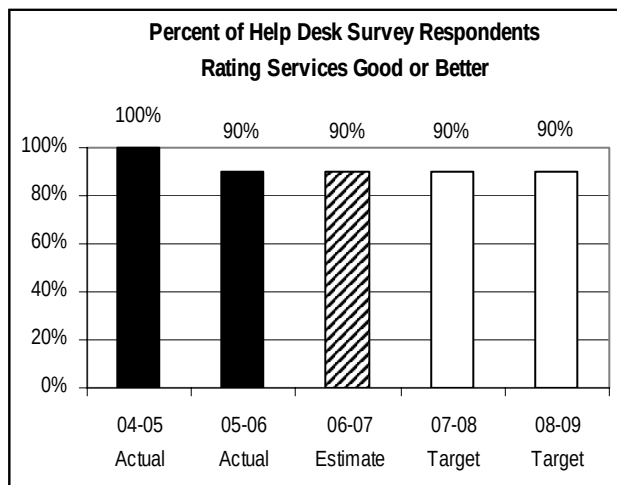
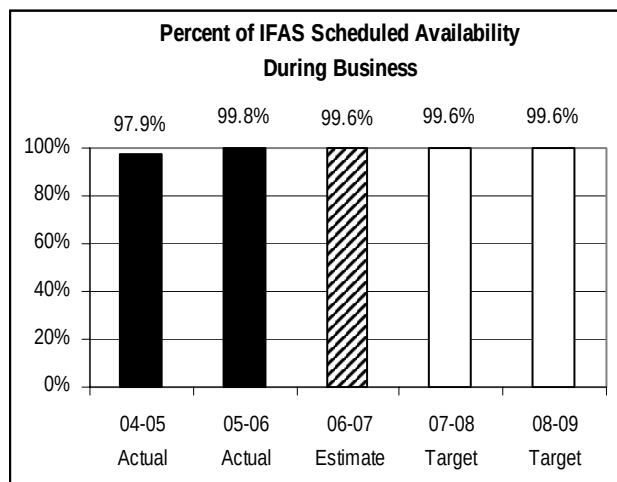


Controller Information Systems

General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Controller Information Systems (CIS) Program assures that accurate and timely information is available to all users of the County's Integrated Financial and Administrative Solution (IFAS) software by providing customer support through training, upgrades

to applications, process improvements, Help Desk assistance and managerial support to resolve complex technical problems and enhance management information tools.

Services and Accomplishments

The Controller Information Systems Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by managing the County's financial accounting software (IFAS) including providing ongoing maintenance, training, technical support, as well as the installation and testing of new product releases and upgrades. The program provides project management for the preparation of the County's Comprehensive Annual Financial Report (CAFR) and continues to be an integral part of most major projects undertaken in the Controller's Office. Other services include creating custom reports for users, creating annual 1099 and W-2 documents, working with departments to implement electronic interfaces, managing the IFAS vendor database, fixing daily system errors and out-of-balance situations, and staffing a Help Desk to provide expert accounting and system consulting services to the over 425 person user community.

The following are major accomplishments in the current year:

- Continued to receive high customer satisfaction ratings despite the program's limited staff
- Produced the CAFR and Popular Annual Financial Report (PAFR) with support from the Controller's General Accounting and Administrative Programs

Story Behind Performance

Customer satisfaction continues to remain high with 90% of customers surveyed rating services provided as good or better. The Controller Information Systems Program will continue to contribute to department customer satisfaction by providing ongoing IFAS 7i training and help desk support for all IFAS end users.

The Controller Information Systems Program will also continue to strive to improve IFAS system reliability. With the upgrade to IFAS 7i, the program will be able to streamline current processes. The browser-based IFAS 7i allows for the implementation of eCommerce, which will provide electronic payment of invoices and other eServices and automated workflow. It will also allow for "intelligent" transaction routing for significant transaction processing efficiencies.

Major challenges over the next two years will be:

- To provide ongoing training and help desk support on the new 7i software and process improvements for IFAS users
- To manage complex projects with limited staffing
- To implement new projects around internal County deadlines and external product releases with limited financial resources

Program Objectives

The Controller Information Systems Program will meet performance targets by doing the following:

Maintain 99.6% Availability of the IFAS System

- Schedule maintenance upgrades at convenient times to maximize business day availability for fiscal personnel
- Continue the Help Desk support for the IFAS user community

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Add one Management Analyst position in this program
- Provide updated training materials for IFAS products and new processes
- Present on-site training to users on new products and processes

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of IFAS users trained ⁽¹⁾	374	50	0	150	150
Number of Help Desk calls	3,683	3,200	2,300	2,300	2,300
How Well We Do It (Quality)					
Percent of trainees rating training as good or better ⁽¹⁾	89%	85%	---	90%	90%
Percent of Help Desk customer survey respondents rating services provided good or better	100%	90%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of business hours IFAS is available	2,984	2,988	2,988	2,988	2,988
Percent IFAS scheduled availability during business hours	97.9%	99.8%	99.6%	99.6%	99.6%

⁽¹⁾ Training was not offered in FY2006-07. With the addition of a Management Analyst III, training will be offered beginning in FY 2007-08.

Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	4.0	4.0	4.0	5.0	1.0	5.0
Funded FTE	4.0	4.0	4.0	5.0	1.0	5.0
Total Requirements	1,384,104	572,348	563,388	715,576	152,188	739,936
Total Sources	300	10,038	10,138		(10,138)	
Net County Cost	1,383,804	562,310	553,250	715,576	162,326	739,936
NCC Breakdown						
A-87 Cost Plan			111,872		(111,872)	
Mandated Services			441,378	715,576	274,198	739,936

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$715,576 or 100%, of which 100% includes Mandated Services currently provided with no maintenance-of-effort.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor and merit increases, and adjustments to services and supplies and other charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,138)	40,783	0	0	50,921	0

2. Addition of One Position

One Management Analyst III is being added to provide IFAS support and training.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	111,405	0	0	111,405	1

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(10,138)	152,188	0	0	162,326	1

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	24,360	0	0	24,360	0

General Accounting (1441P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

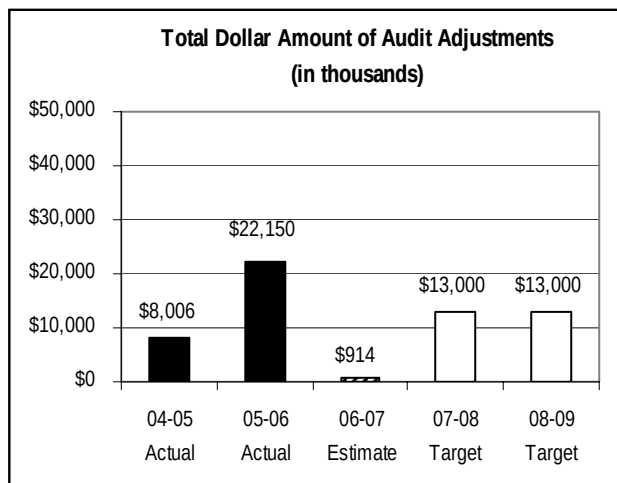
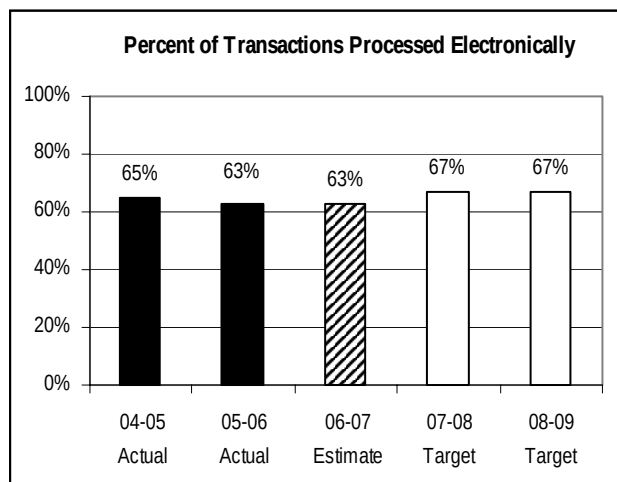
Controller Information Systems



General Accounting

Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The General Accounting Program provides key points of internal accounting control for all fiscal processes at the County, helps manage the fiscal processes of customer operations, reviews and reports financial information to County departments, other agencies, vendors and the public and prepares the Comprehensive Annual

Financial Report (CAFR) to ensure the financial information needs of the County are met in an accurate and timely manner.

Services and Accomplishments

The General Accounting Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by establishing accounting policies and procedures of the County, providing key points of internal control for all fiscal transactions of the County, helping to manage the fiscal processes of customer operations, and reporting financial information to the public. The program performs processes related to the County's accounting system that are key attributes for internal financial controls. These processes include, but are not limited to, review and posting of all journal entries, contract encumbrance changes, accounts payable for invoices in excess of \$2,000 and management and processing of County accounting processes and transactions (e.g., preparation of the County's audited CAFR and Popular Annual Financial Report (PAFR), associated work with the County's external auditors, preparation of the A-87 plan and coordination and management of the annual SB-90 claims for reimbursement from the State for unfunded mandates). Additionally, this program provides expert accounting advice to all County departments and other entities that utilize the County's accounting system.

The following are major accomplishments in the current year:

- Produced the CAFR and PAFR
- Continued to efficiently process month-end closings and annual year end closing with limited staff resources
- Received 100% excellent or good customer satisfaction ratings

Story Behind Performance

The program continues to be a significant part of the team that produces the County's award-winning audited CAFR and PAFR. Additionally, the program provides accounting advice to all County departments and agencies on complex accounting questions, Appropriation Transfer Requests (ATRs), and processes contract encumbrance change requests. The program also approves all expenditures \$2,000 or greater, prepares and distributes all expenditure payments, fulfills mandated reporting requirements and approves all journal entries. The transaction reviews performed by the General Accounting Division are a key internal accounting control point that ensures the County's financial transactions are accurate, timely and proper.

The electronic processing of transactions continues to be a high priority for the program. The General Accounting Program is continually striving to increase the number of transactions (payments, journal entries, deposits) that can be processed electronically. With the implementation of the new IFAS 7i software, it has reached its anticipated 67% processing of transactions electronically. IFAS 7i will allow for electronic payment of invoices

through eCommerce and offer other eServices when funding is made available to implement these processes.

The program continues to recognize efficiencies by outsourcing some processes. These changes have resulted in standardized and replicable procedures (e.g., the A-87 cost allocation report, used for claiming general administrative County costs from external funding entities, now ties to the County's general ledger system) and Countywide cost savings (e.g., the increased accuracy of this report has allowed for more costs to be claimed by claiming agencies).

Major challenges over the next two years will be:

- To provide sufficient review of financial transactions with limited staff capabilities
- To provide training to new fiscal employees countywide about processing major transaction types (e.g., accounts payable, purchase orders, journal entries, appropriation transfer requests) with limited training resources
- To continue to produce an award winning and timely CAFR and PAFR while ensuring that the service needs of customers are met in a professional and timely manner
- To implement additional processes with the goal of reducing County costs and giving departments the responsibility they desire for their financial transactions while ensuring that basic internal accounting controls are maintained at an appropriate level

Program Objectives

The General Accounting Program will work to meet performance targets by doing the following:

Electronically Process 67% of Transactions

- Work with Controller's Information System to ensure implementation of eGovernment functionality with the upgraded IFAS 7i
- Assist in developing Automated Clearing House vendor payment procedures using upgraded IFAS 7i for eCommerce

Achieve \$13,000,000 or Less in Total Dollar Amount of Audit

Adjustments

- Produce the CAFR and PAFR so that the information is timely and useful to users
- Provide accurate, timely and helpful financial reports
- Minimize audit adjustments by improving internal work processes
- Develop enhancements to the encumbrance process
- Develop new processes required by IFAS 7i System upgrades

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of transactions processed	1,889,605	1,943,140	1,900,000	1,800,000	1,800,000
Number of transactions submitted to the Controller's Office electronically	1,219,803	1,224,644	1,202,700	1,202,440	1,202,440
How Well We Do It (Quality)					
Percent of transactions processed electronically (payments, journal entries, deposits)	65%	63%	63%	67%	67%
Total dollar amount of audit adjustments	\$8,006,000	\$22,149,725	\$914,304	\$13,000,000	\$13,000,000
Is Anyone Better Off? (Outcome)					
Number of audit adjustments	4	5	4	<5	<5
Rate of audit adjustments as a percentage of total Countywide expenditures	6%	0%	.07%	1%	1%
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%	100%	100%

General Accounting (1441P)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.4	7.5	7.5	7.5		7.5
Total Requirements	764,020	826,365	978,188	885,710	(92,478)	922,250
Total Sources	69,103	47,770	53,459	69,982	16,523	72,081
Net County Cost	694,917	778,594	924,729	815,728	(109,001)	850,169
NCC Breakdown						
A-87 Cost Plan			223,745	433,944	210,199	433,944
Mandated Services			700,984	381,784	(319,200)	416,225

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$815,728 or 92%. Of this amount, 100% includes Mandated Services currently provided with no maintenance-of-effort.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor and merit increases; increases for overtime and extra help costs; increases in the cost of financial services for the Joint Powers Financing Authority and SamCERA; and adjustments to services and supplies, offset by a decrease in County facility rental charge allocation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,523	(75,729)	0	0	(92,252)	0

2. Adjustments Due to Staffing Changes

Appropriations for overtime and extra help are decreased due to the addition of one Fiscal Office Specialist in the Administration Program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(16,749)	0	0	(16,749)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,523	(92,478)	0	0	(109,001)	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor increases, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,099	36,540	0	0	34,441	0

Property Tax/Special Accounting (1461P)

Program Locator

County

Administration and Fiscal

Controller's Office

Administration

Internal Audit

Payroll Services

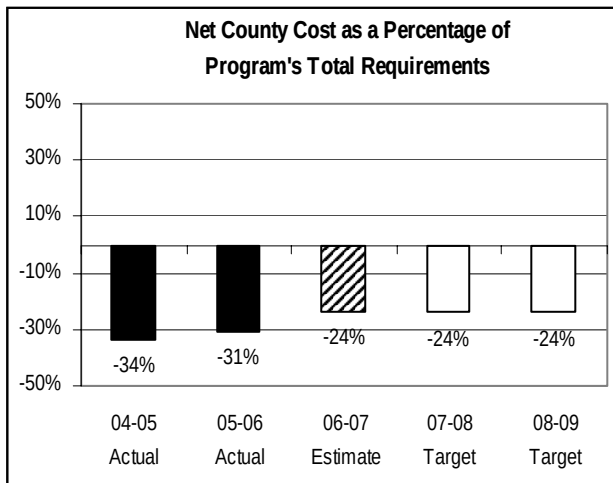
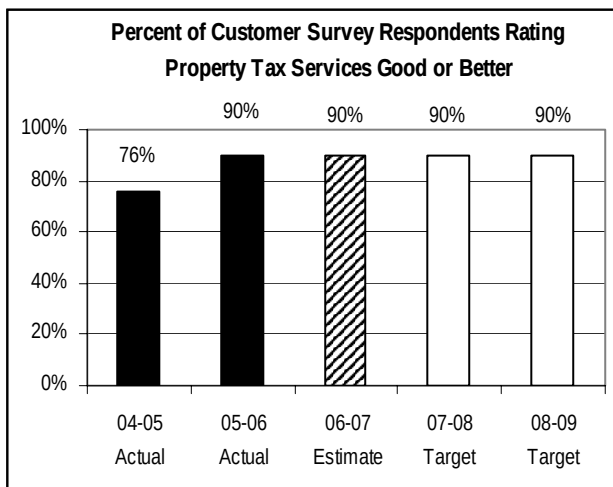
Controller Information Systems

General Accounting



Property Tax and Special Accounting

Headline Measures



Program Outcome Statement

The Property Tax and Special Accounting Services Program apportions and distributes property tax revenue, prepares tax refunds, maintains documentation for property tax apportionment, reconciles all of the County's bank accounts and provides accounting/budget monitoring for special districts to ensure the

County, cities, school and special districts, and the public receive accurate tax allocations and refunds.

Services and Accomplishments

The Property Tax and Special Accounting Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by apportioning and distributing property tax revenue to the State, County, cities, school districts and special districts on time. It also provides accounting/budget monitoring services for special districts.

The following is a major accomplishment in the current year:

- In cooperation with the Tax Collector's Office, the Property Tax Program developed, tested and implemented the first phase of an automated tax roll maintenance program. This new automated roll change process saves costs, provides the taxpayer more timely and accurate bills, and reduces the dollar amount and number of refunds.

Story Behind Performance

The Property Tax and Special Accounting Program apportions property tax revenue to the State, County, cities, school districts and special districts on time and with 100% accuracy. All tax rolls (Secured, Unsecured and Supplemental) were extended and delivered to the Tax Collector, allowing property tax bills to be sent out in a timely manner. Staff has been working with the Assessor's Office to automate the property tax roll change process. Approximately 11,000 paper requests for roll changes are received annually and processed by the Controller's staff. Automation of this process should result in labor savings in both offices and improve the accuracy and timeliness of property tax bills.

In an effort to improve services, the Property Tax and Special Accounting Program will continue to work on Phase II of the Roll Extension Project, the automation of the property tax apportionment process. This project will enable the Controller's Office to electronically distribute apportionment reports and payments and meet a long-standing request from cities and special districts. Tax apportionment information will be posted on the Internet, saving all parties time and money.

The program is working to automate the yearly exemption filing process completed by cities. The automation process will save the cities from having to manually perform this task each year.

Program management continues to be actively involved in SAMFOG (the San Mateo County Finance Officers Group) to help them better understand the property tax processes, the ERAF refund, the state's funding proposals, large property tax refunds that occurred last year and the fiscal implications that these events have had or will have on their respective agencies. This contributes to the fiscal stability of the County and encourages cooperative local government efforts.

Major challenges over the next two years will be:

- To manage baseline performance while planning, testing, implementing and evaluating automation processes
- To utilize existing resources to enhance property tax processes

Program Objectives

The Property Tax and Special Accounting Program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Work with the Assessor and the Tax Collector to ensure cost effectiveness of property tax processes and improve services to customers
- Reduce the data entry activity associated with the Property Tax roll changes, and increase the amount of auditing and analysis of the Property Tax roll change system
- Complete automation of the tax apportionment process (Phase II)
- Run parallel tests of the newly developed systems, parts of which reside in the Tax Collector's AS/400 Property Tax systems and Assessor's system to ensure data and process integrity and reliability
- Make tax apportionment information available in electronic formats
- Work with the Assessor and the Tax Collector to rewrite the supplemental tax system
- Continue to be responsive to requests for information by taxpayers

Maintain a Zero Net County Cost Program

- Protect and enhance property tax revenue for the cities, special districts and the County
- Work with SAMFOG to identify and analyze the financial impact of significant property tax events
- Monitor, implement, and advocate property tax legislative changes on behalf of the County, cities and special districts
- Continue to be responsive to requests for information by County, cities and special district management

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of tax roll changes and refunds processed	6,657	13,555	10,030	<11,000	<11,000
Number of tax apportionments made	210	210	210	210	210
Number of Special District transactions processed electronically (data development)	---	---	0	50	50
How Well We Do It (Quality)					
Percent of customer survey respondents rating Property Tax services good or better	76%	90%	90%	90%	90%
Percent of Property Tax transactions processed electronically (data development)	---	---	---	100%	100%
Percent of Special District transactions processed electronically (data development)	---	0%	0%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of refunds issued correctly	100%	100%	100%	100%	100%
Net County Cost as a percentage of Program's Total Requirements	-34%	-31%	-24%	-24%	-24%

Property Tax/Special Accounting (1461P)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	7.8	8.0	7.9	(0.1)	7.9
Total Requirements	938,972	1,077,286	1,418,454	1,585,968	167,514	1,615,785
Total Sources	1,821,826	2,121,939	1,688,428	1,688,428		1,688,428
Net County Cost	(882,854)	(1,044,653)	(269,974)	(102,460)	167,514	(72,643)
NCC Breakdown						
A-87 Cost Plan			223,745		(223,745)	
Mandated Services			(493,719)	(102,460)	391,259	(72,643)

Program Net County Cost

This program has a negative Net County Cost of \$102,460. Revenues received from Tax/Assessment fees exceed direct operation costs and are used to offset overhead budgeted in other programs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor and merit increases; increase in office rental charges; and an increase in Fund Balance with a corresponding increase in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	66,080	0	101,434	167,514	0

FY 2008-09 Program Funding Adjustments

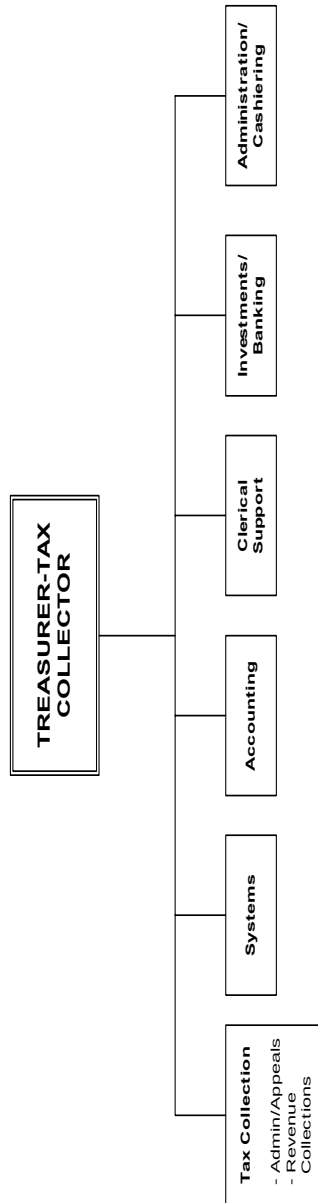
The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor increases, as well as merit increases and higher benefit costs.

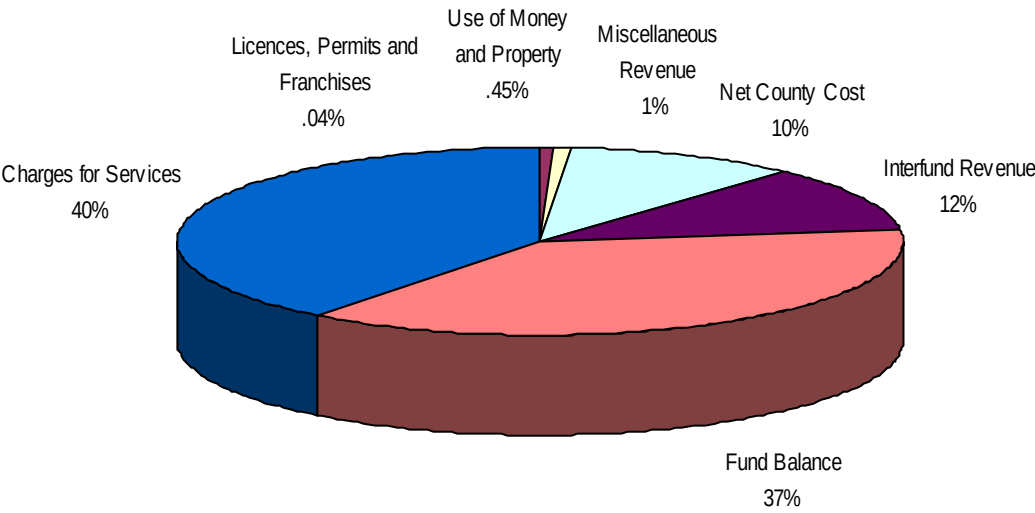
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	29,817	0	0	29,817	0

TREASURER-TAX COLLECTOR

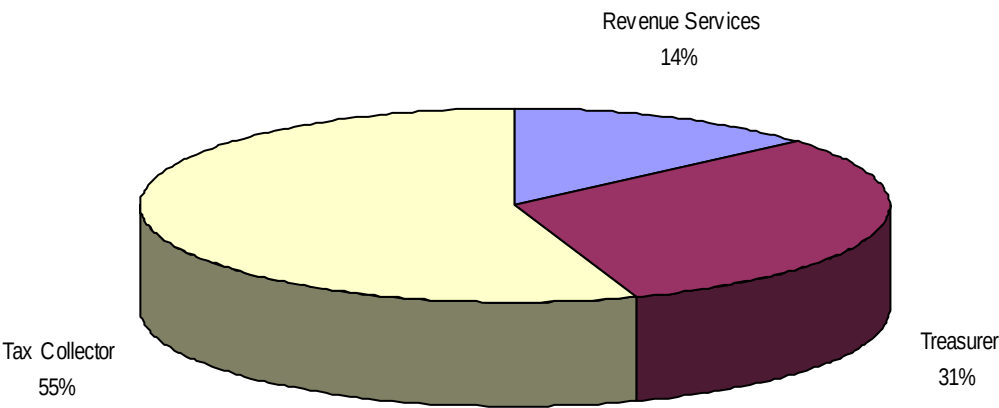


Treasurer - Tax Collector

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

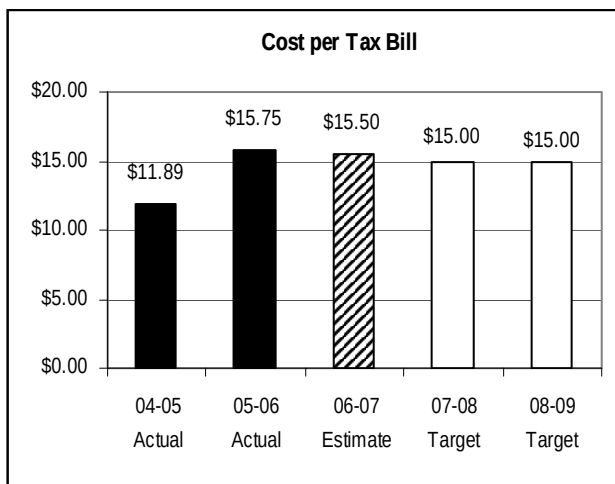
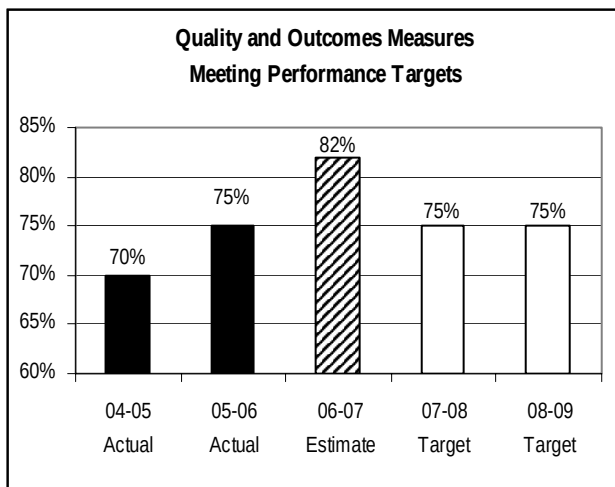
County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder
Controller's Office

► **Treasurer-Tax Collector**

County Counsel
Human Resources
Information Services Department
Grand Jury
Retirement (SamCERA)

Department Measures



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, professional administration of the County treasury and support to County departments in their effort to recover revenues due to the County.



The Treasurer-Tax Collector's Medical Center Payment Processing Improvement Project was awarded the San Mateo County STARS Award for outstanding customer service.

Contributions to Shared Vision 2010 (Fiscal Years 2000-2006)

PARTNERSHIPS

Responsive, Effective and Collaborative Government

• **Keeping the Taxpayer Informed**

Redesigned the property tax bill to accommodate tax-related flash messaging for targeted property owners such as advising property owners of the Homeowners Exemption program, the School Parcel Tax Exemption for Seniors' and Farm Bureau messaging. Additionally, phone numbers have been added next to special charges on the tax bill so that taxpayers are able to contact the districts levying the charges with any questions concerning amounts to be paid.

• **Improving Tax Payment Systems and Options**

Created a receipt process for walk-in taxpayers that links directly to the tax roll and posts notations alerting staff about payments that are pending. Provided and promoted electronic payment options accelerating bank deposits and reducing the processing cost per transaction. Implemented the new secured tax roll extension process which allows for tax bills to be mailed earlier. Provided parcel map images on the inter-intranet to correspond to the tax bill parcel number. Improved payment processing for Revenue Services by including OCR (Optical Character Recognition) scan lines for payment remittance stubs and automatic posting of payments to clients' accounts. Provided quality collection services for the County at a cost lower than companies in private industry. Installed a new cashiering system which improved transaction time and the receipting process.

Partnered with the County Manager's Office to develop and implement on-line tracking of County-owned property (COP). Coordinated payment of taxes using journal entries for all County departments required to pay the direct assessment portion of yearly tax bills. Partnered with the Controller to develop and implement an automated process for penalty removal, as approved on appeal, for the secured and unsecured tax rolls. Partnered with the San Mateo-Foster City Elementary School District for the pilot phase of the County-wide system facilitating senior applications for parcel tax exemptions.

- **Providing Convenient Hours for Taxpayers**

Changed the hours of operation in the Tax Collector's office to be open to the public during peak tax collection to allow longer and more convenient payment options for taxpayers to pay taxes.

Constructed two new cashiering windows in the Treasurer's office and two revenue collector's stations in the Tax Collector's office to accommodate Revenue Services staff. This will allow revenue service cashiering and customer service functions to be available in one primary location with extended hours of operation to the public.

- **Increased Revenue**

Achieved one of the highest rated pools in the state based upon earnings, total return and credit rating. In 2006, accepted paying agent responsibilities for 8 school district GO bonds and 8 TRANS increasing dollar proceeds in the pool. Processed 29,654 pieces of medical center bills in 2006, banking \$47,267,929 in revenue.

Partnered with the Courts, Medical Center, Probation, Environmental Health, Sheriff and Private Defender collecting monies for services rendered, fines or fees.

- **Electronic Deposits**

Developed a process to allow San Mateo Medical Center (SMMC) state checks to be deposited electronically. Developed a process to ensure mailed payments for the medical center are received in the Treasurer's office which contributed to the SMMC's realization of \$10 million in budget revenue in FY 2004-05.

- **New or Upgraded Banking Services**

Partnered with the Department of Child Support, the Courts, the Controller's Office, Human Services Agency, and the San Mateo County Community College District to implement state mandated, Board of Equalization mandated, new or upgraded banking services. Currently partnering with the Planning Department to implement a web-based payment process which will also allow other departments to easily piggyback onto the service.

- **Secured Tax Roll Extension**

Partnered with the Controller to develop and implement the secured tax roll extension, secured tax apportionment and unsecured tax apportionment systems. Developed a web-based

application page to display tax rate information for government agencies and public inquiries.

- **Ecommerce Standards**

Collaborated with the County Manager, ISD and the Controller to establish eCommerce standards for receiving and processing Epayments.

- **SMMC Automatic Payment Posting**

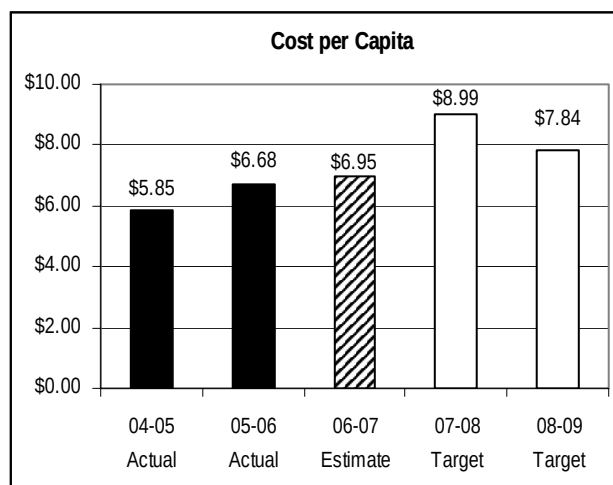
Partnered with the SMMC to scan and process patient remittances, to provide an automatic payment posting file and a view based check and remittance image archive. Remittance mail is also scanned and processed to track invalid addresses and lost revenues.

- **Senior Applications for Parcel Tax Exemptions**

Partnered with the Board of Supervisors and school districts to implement a countywide system to facilitate senior applications for parcel tax exemptions including a database for managing and tracking senior applications.

- **Informational Messages on Secured Tax Bills**

Partnered with Board of Supervisors to provide messages on the secured tax bill to support the right to farm initiative.



Major Accomplishments in FY 2006-07

Responsive, Effective and Collaborative Government

- Provided well above average pool earnings in comparison to similar funds with like securities
- Pool balances have been maintained due to additional revenue from processing Medical Center payments, conversion from checks to electronic transfers and accepting paying agent responsibility for several GO bonds and TRANS
- Increased merchant services have increased the number of deposits processed
- Redesigned the supplemental tax bill to accommodate tax-related flash messaging for targeted property owners
- Added an online change of address form for the convenience of taxpayers utilizing the web site

- Created a browser-based application for the Real Property Division of the County Manager's Office to track County-owned property and to coordinate payment of taxes using journal entries for all County departments required to pay the direct assessment portion of yearly tax bills
- Installed a new cashing system increasing the effectiveness of the cashing function and making the process more efficient
- Outsourced paying agent responsibilities to make the process less time-consuming and more efficient
- Implemented a cross-training process department-wide which is conducted on a rotational basis. Revenue Services staff will be included in this process in FY 2007-08. This process addresses effective continuation of department function during unanticipated absences or emergencies.

Major Issues to be Addressed

Increasing Requests for Banking Services—The department continues to receive increasing demands for additional services due to state requirements, efforts to accommodate customers or to streamline payment processes at a time when banking costs continue to escalate. Efforts continue to be made to maintain cost controls associated with these requests which have now been passed on to user departments.

Managing Dependency on Others—The department seeks to minimize reliance on independent companies for system maintenance by handling requirements by trained, in-house contractors and staff.

Improving Efficiency—The department functions within the constraints of state laws governing tax collection. The department continues to make improvements to its services while remaining within the boundaries of state law.

Managing Pooled Funds—The department, in managing the pool fund, has continued to provide above average earnings in comparison to similar funds with like securities.

Increasing Cost to do Business—The department is making every effort to manage within budget constraints and maintaining costs associated with purchasing and implementing new and improved services not only to this department but to those departments that are being provided assistance such as SMMC and revenue services.

Key Department Initiatives

1. Effective Delivery of Services

Major Issues to be Addressed:

- Providing a more efficient and user friendly phone system for all county taxpayers of all tax rolls that includes general information, faster response time, tax bill information and payment options for all tax rolls
- Include an interface to the Tax Collector's database for payments and inquiry of all tax rolls

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Purchase and implement a new Interactive Voice Response (IVR) system

Objectives:

- To install the new IVR system in FY 2007-08

Major Milestones:

- Selection of an IVR system that meets all tax office requirements (Completed)
- Completion and approval of contract (Completed)
- Completion and approval of the requirements definition (4/1/07)
- System Development/Programming (5/1/07)
- Completion of system user acceptance testing (5/18/07)
- Final system implementation (7/1/07)

Partners:

- Information Services Department

FY 2007-08 Budget Impact

No increase to Net County Cost. Reserves will be used to purchase or lease the upgraded system.

2. Upgrade Tax System

Major Issues to be Addressed:

- Gathering requirements and creating design specifications to upgrade the supplemental tax system

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Redesign of the Supplemental Tax System
- To create a flexible, easy to use software product that meets all business requirements, County standards and integrates with other tax rolls

Objectives:

- To treat the supplemental tax roll in the same manner as the secured tax roll for payment and apportionment purposes

Major Milestones:

- Complete the requirements definition (June 2007)
- Complete the system design, development and implementation (June 2007)
- Completion of system and user acceptance testing (October 2007)
- Final system implementation (January 2008)

Partners:

- Controller's Office
- Assessor's Office

FY 2007-08 Budget Impact

No impact to Net County Cost. Funding will come from Reserves.

Other Significant Objectives by Program

The Treasurer/Tax Collector includes the following programs:

- Treasurer
- Tax Collector
- Revenue Services

The following program objectives will significantly contribute to Departmental success (additional program-level objectives are included in individual program plans):

Treasurer

- Eliminate manual paying agent responsibilities on Government Obligation (GO) bonds through outsourcing, but continue to accept and maintain the proceeds in the pool. Outsourced 45 of 62 bonds in FY 2006-07.

Tax Collector

- Decrease number of tax bills printed to 350,000 and ensure tax bills are mailed before September 10th each year

Revenue Services

- Continue meeting revenue goals while absorbing costs involved to improve technical requirements and collection processes

Treasurer - Tax Collector (1500B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Use of Money and Property	52,168	62,261	40,000	40,000		40,000
Intergovernmental Revenues	150,000	114,806				
Charges for Services	4,391,107	4,262,658	3,264,097	3,514,974	250,877	3,514,974
Interfund Revenue	939,834	976,931	1,011,000	1,031,000	20,000	1,031,000
Miscellaneous Revenue	173,539	143,298	71,500	81,500	10,000	81,500
Total Revenue	5,716,188	5,569,348	4,390,247	4,671,124	280,877	4,671,124
Fund Balance	2,957,470	3,663,604	3,307,152	3,326,015	18,863	3,326,015
TOTAL SOURCES	8,673,658	9,232,952	7,697,399	7,997,139	299,740	7,997,139
REQUIREMENTS						
Salaries and Benefits	5,142,656	5,350,581	6,004,699	6,327,883	323,184	6,589,552
Services and Supplies	1,125,097	1,691,932	2,907,748	2,690,012	(217,736)	2,563,880
Other Charges	772,800	874,934	921,417	1,059,543	138,126	1,059,543
Fixed Assets	334,919	132,331	80,000		(80,000)	
Gross Appropriations	7,375,473	8,049,779	9,913,864	10,077,438	163,574	10,212,975
Intrafund Transfers	(2,362,170)	(2,584,956)	(2,947,262)	(2,810,559)	136,703	(2,810,559)
Net Appropriations	5,013,303	5,464,822	6,966,602	7,266,879	300,277	7,402,416
Contingencies/Dept Reserves	1,153,043	717,492	1,493,378	1,633,863	140,485	1,633,863
TOTAL REQUIREMENTS	6,166,346	6,182,314	8,459,980	8,900,742	440,762	9,036,279
NET COUNTY COST	(2,507,312)	(3,050,638)	762,581	903,603	141,022	1,039,140
AUTHORIZED POSITIONS						
Salary Resolution	61.0	62.0	63.0	63.0		63.0
Funded FTE	61.0	62.0	61.8	63.0	1.2	63.0

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$299,740 or 3.9% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$250,877 in this funding source due to increased revenue from commissions. Pool funds have increased due to school bonds.

Interfund Revenue

There is an increase of \$20,000 in this funding source due to anticipated increased revenue from San Mateo Medical Center for services provided by Revenue Services.

Miscellaneous Revenue

There is an increase of \$10,000 in this funding source due to increased Revenue Services fees collected.

Fund Balance

There is an increase of \$18,863 in this funding source due to general cost savings and unanticipated revenue from services provided.

TOTAL REQUIREMENTS

Total Requirements increased by \$440,762 or 5.25% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$323,184 in this expenditure category due to negotiated salaries, merit increases and management cash-out expenses.

Services and Supplies

There is a decrease of \$217,736 in this expenditure category due to reduced funding for professional contracts, offset by a slight increase to general supplies and postage to cover anticipated cost hikes.

Other Charges

There is an increase of \$138,126 in this expenditure category due to increased requirements for ISD automation services and rising costs associated with rent, insurance and Countywide security.

Fixed Assets

There is a decrease of \$80,000 in this expenditure category as no fixed assets are required in FY2007-08.

Intrafund Transfers

There is an increase of \$136,703 in this expenditure category due to increased revenue associated with service fees charged to Probation under a new service contract.

Contingencies/Departmental Reserves

There is an increase of \$140,485 in this expenditure category due to increased commissions revenue. The balance in Reserves represents 22.5% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$1,488,525.

NET COUNTY COST

There is an increase of \$141,022 or 15.6% in this Department's General Fund allocation primarily due to increased negotiated labor costs.

FY 2008-09 Budget Overview

TOTAL SOURCES

No change.

TOTAL REQUIREMENTS

Total Requirements increased by \$135,537 or 1.5% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$261,669 in this expenditure category due to negotiated labor costs and merit increases.

Services and Supplies

There is a decrease of \$126,132 in this expenditure category to offset increased Net County Cost.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 22.1% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$1,485,815.

NET COUNTY COST

There is an increase of \$135,537 or 15% in this Department's General Fund allocation due to increases in salaries and benefits.

Tax Collector (1510P)

Program Locator

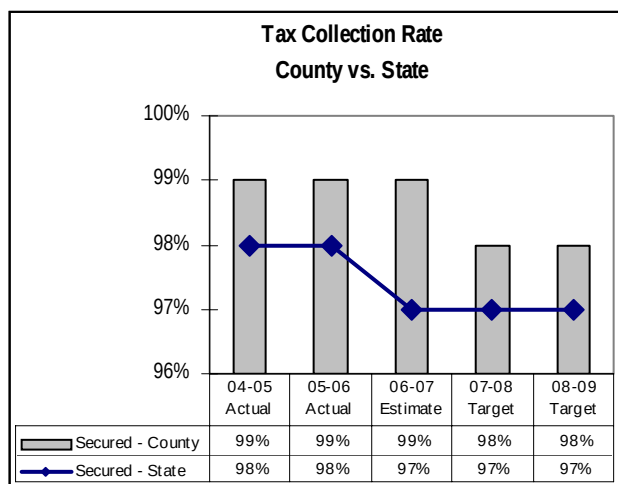
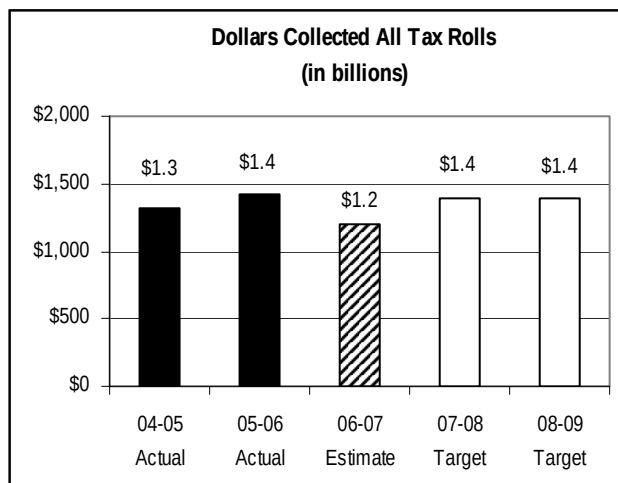
County

Administration and Fiscal
Treasurer-Tax Collector

► Tax Collector

Treasurer
Revenue Services

Headline Measures



Program Outcome Statement

The Tax Collector provides funding for taxing agencies through the efficient collection of property taxes.

Services and Accomplishments

The Tax Collector's Office contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing the following services: property tax billing and collection; public auctions for tax-defaulted

property; subdivision map/parcel map certifications; agreement sales for public entities segregation processes; penalty appeals; liaison for Proposition 58, 60 and 90 applicants; tax certification for eminent domain process; tax estimates for supplemental bills; balancing and apportionment reports to the Controller, mobile home estimates and clearances; payment history research for the IRS, tax service companies, attorneys and the Franchise tax board; processes all County deposits and payment stub scan lines for County departments; processes Medical Center payments; serves as County Ecommerce liaison and assists County departments with process improvements.

The Tax Collector has increased the County's organizational effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Redesigned the supplemental tax bill to accommodate tax-related flash messaging for targeted property owners while utilizing space on the back of the bill to print general information once handled by additional inserts. The new format accommodates delinquent information eliminating the need for pre-printed delinquent stock.
- Added district contact phone numbers for special charges on the secured tax bill providing taxpayers with the appropriate source of information.
- Created a browser-based application for district special charges uploads. Currently San Mateo-Foster City Elementary School District is participating in a pilot program.
- Added an on-line change of address form to the Tax Collector's website for the convenience of taxpayers.
- Created a process that provides payment receipts for walk-in taxpayers that pay by check in the Tax Collector's Office. The process directly updates the tax roll and posts notations alerting staff about payments that are pending.

Story Behind Performance

The Tax Collector's Office processes an average of 360,000 tax bills annually. The secured tax bills were printed and mailed by September 11, 2006. The total dollars collected was \$1.417 billion. The cost to process a tax bill was \$15.75. Responses to CARES surveys indicated that 100% of the customers rated overall satisfaction as good or better.

Combined efforts by the Controller, Assessor and Tax Collector in bi-weekly meetings resulted in the development of the Secured Tax Roll extension and apportionment system, which resides on the Tax Collector's IBM AS 400. This system replaced an outdated mainframe application. As a result, the tax roll that was extended on September 1, 2004 was the earliest ever. The tax roll for fiscal year 2006-07 was extended on September 1, 2006 which was seven days later than the previous fiscal year. The first quarter reflects a secured tax collection amount of \$22,033,512. The new measure:

"Number of days secured property tax bills are sent past August 15th goal date," began in FY 2005-06. Last year's bills were printed by September 7, 2005 and this year all bills were printed and at the mailer by September 11, 2006. The Tax Collector and Assessor's offices continue to work on a solution to electronically submit forms received to the Assessor's system. Currently, the Tax Collector and Controller are working on re-writing the supplemental tax and apportionment application. All three offices are working on automated board changes and have made significant progress towards this goal.

The Tax Collector developed the scan line and in-house payment stub for the San Mateo Medical Center. Processing of the patient checks and stubs on the Tax Collector remittance processing machines produces a transaction file of payments that are posted to the Medical Center system and provides their accounting staff with a web-based secured access to patient check and stub images. This project helped the Medical Center realize \$10 million more dollars in the first year of operation. This process has been expanded to include a returned mail/lost revenue tracking system. The system requires Medical Center and clinic staff to obtain updated address information from patients seeking medical care. Revenue Services is now using the same type of payment processing and posting of accounts through the Tax Collector.

The Tax Collector developed a browser-based internet application that incorporates all tax rolls. Payment options for these four rolls include credit cards and eCheck. This process has been further expanded to allow receipts for check payments at any desktop location within the Tax Collector's office. Notations are posted automatically to indicate that a payment is currently pending to cut down on duplicate payments.

Major challenges over the next two years will be:

- Replacing the aging IVR (interactive voice response) system in the 2007-08 fiscal year
- Managing dependency on the Assessor and Controller to provide accurate data for billing and collection purposes.
- Minimizing reliance on independent companies for system maintenance
- Managing increased demand for services with limited resources
- Improving efficiency while abiding by the constraints of State law that governs the entire tax within the constraints of State laws governing tax collection

Program Objectives

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

Ensure Tax Bills are mailed before September 10th each year

- Complete automated board changes with the Assessor and Controller
- Test and implement the supplemental tax and apportionment application

- Continue to explore the option of converting checks into electronic transaction file or Automatic Clearing House (ACH) transmission

Decrease the Number of Tax Bills to 340,000

- Continue to refine the filter mechanism on the secured tax roll name and address update process to ensure only change in ownership or mailing address generates a duplicate bill
- Continue to improve the secured tax roll extension process on the Tax Collector's AS/400 server by expanding the pilot program for web-based input of special charges to include all districts when making yearly updates for the tax roll

Continue to Outperform the State in the Collection of Secured and Unsecured Taxes

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of property tax bills issued	354,276	316,571	360,000	340,000	330,000
How Well We Do It (Quality)					
Number of days secured property tax bills are sent past August 15th goal date	25	22	27	20	20
Cost per bill ⁽¹⁾	\$11.89	\$15.75	\$14.20	\$15.00	\$15.00
Is Anyone Better Off? (Outcome)					
Dollars collected (all tax rolls)	\$1.3B	\$1.4B	\$1.2B	\$1.4B	\$1.4B
Collection rate:					
- Secured (County)	99%	99%	98%	98%	98%
- Unsecured (County)	98%	98%	97%	97%	97%
- Secured (Statewide Avg.)	98%	98%	97%	97%	97%
- Unsecured (Statewide Avg.)	95%	94%	96%	96%	96%

^[1] The cost per property tax bill is derived by dividing the annual number of bills by salaries and benefits and includes additional associated costs such as paper, printing, envelopes, postage, contract programmer maintenance and AS400 costs through ISD.

Tax Collector (1510P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0
Total Requirements	3,170,086	3,384,530	4,854,953	4,928,901	73,948	4,941,354
Total Sources	4,436,269	4,696,780	3,392,516	3,392,516		3,392,516
Net County Cost	(1,266,183)	(1,312,250)	1,462,437	1,536,385	73,948	1,548,838
NCC Breakdown						
A-87 Cost Plan				56,868	56,868	56,868
Mandated Services			1,462,437	1,479,517	17,080	1,491,970

Program Net County Cost

This program has a Net County Cost (NCC) of \$1,536,385. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increase in Workers' Compensation charges due to a change in methodology; increases to County service charges; increase to cover the management cash-out program; and loss of AB589 funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(130,803)	204,751	0	73,948	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated and merit increases partially offset by reductions in supplies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,453	0	0	12,453	0

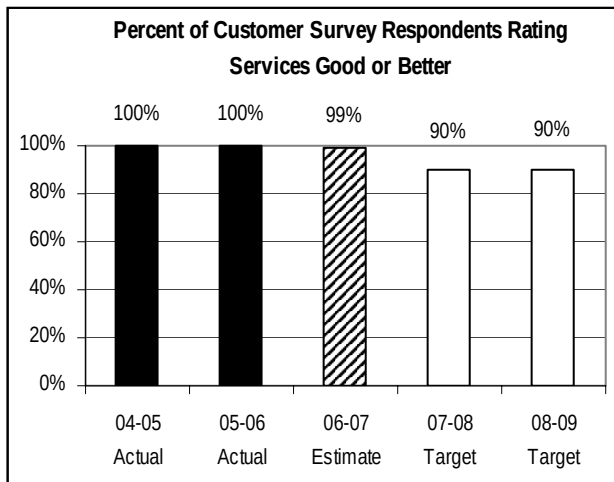
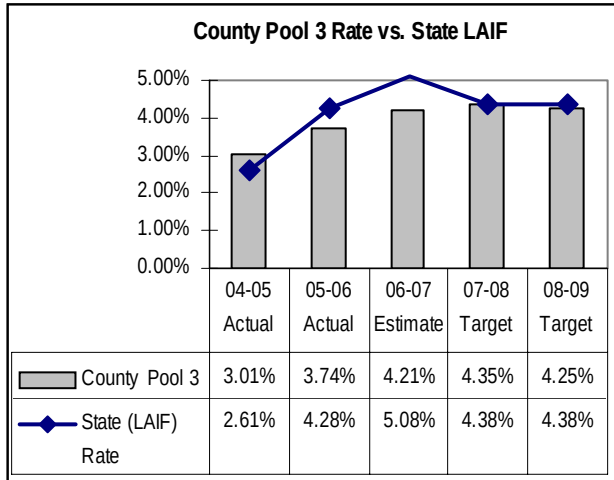
Treasurer (1520P)

Program Locator

County

Administration and Fiscal
Treasurer-Tax Collector
Tax Collector
► **Treasurer**
Revenue Services

Headline Measures



Program Outcome Statement

The Treasurer manages the financial assets of the County and maintains the value of the investment pool through professional and efficient administration of the County treasury for County departments, Special Districts, Schools, Cities and taxpayers.

Services and Accomplishments

The Treasurer's Office contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative

Government by providing the following services to the County and its taxpayers: County Pool investments; cashiering; banking; opening San Mateo Medical Center accounts receivable mail and preparing payments for processing; Paying Agent responsibilities for general obligation bonds and TRANS; Transient Occupancy Tax; licensing for massage, bingo, electrical devices, pawn brokers and peddlers; and issuing dance permits and racehorse licenses.

The Treasurer has increased the County's organizational effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Achieved one of the highest rated pools in the state based upon earnings, total return and credit rating
- Accepted Paying Agent responsibilities for 8 General Obligation bonds (new and refunding) and 8 TRANS increasing dollar proceeds in the pool
- Implemented required banking services for the San Mateo County Community College District (SMCCCD) and Department of Public Works
- Opened 29,654 pieces of hospital accounts receivable mail. Of this, 23,509 were payments prepared for processing, banking \$47,267,929 in revenue.
- Installed a new cashiering system in April, 2006 improving transaction time and the receipting process
- Constructed two new cashiering windows to house Revenue Services staff. This will centralize the cashiering function for all collections. Additionally, since 455 County Center is closed on Friday, this plan will extend the current hours of operation to the public by having Revenue Services cashiering windows open on Friday.

Story Behind Performance

The Treasurer's Office currently manages 1066 funds. Cost controls on banking and custodial services have improved with the implementation of department charge backs on banking fees. Digital imaging of deposits has created improved access to data and long-term storage capabilities. In FY 2005-06, the Treasurer's Office processed 30,669 deposits, 96% within one day of receipt.

The Treasurer's Office, in managing the Pool Fund, has continued to provide well above average earnings in comparison to similar funds with like securities. The size of the Pool increased approximately \$300 million due to bond issues.

The County's cash flow forecasting remains strong. Pool balances have been maintained due to additional revenue from processing Medical Center payments, conversion from checks to electronic transfers and accepting Paying Agent responsibility for several General Obligation Bonds. Communications with pool participants continues to improve via customer surveys and reporting options being provided electronically.

Major challenges over the next two years will be:

- To continue to outperform all similar funds
- To continue consistent cash flow analysis in light of economic conditions/ market fluctuations
- To market the County Pool Fund; i.e. acquiring new participants/ maintaining current pool participation
- To maintain banking costs while implementing more banking services allowing other departments to run more efficiently
- To manage within budget restrictions
- To manage costs associated with purchasing and implementing new and improved services
- To decrease untimely remittance of cash receipts from depositing departments

Program Objectives

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

Strive to Stay Competitive or Outperform the State (LAIF)

- Continue investment staff training and education

Achieve an Overall Customer Satisfaction Rating of at Least 99%

- Continue to distribute customer service surveys to taxpayers and pool participants and explore the possibility of making surveys available on the intranet and department website
- Continue to improve and enhance comprehensive financial reports and spreadsheets via e-mail
- Implement customer suggestions for improvement, if any, when administratively and financially feasible
- Research ability to provide Transient Occupancy Tax (TOT) and licensing information and documents on the department website

Process 98% of Deposits Within One Day

- Continue to relay refined policies and procedures to depositing departments regarding submitting cash receipts (CRs) and advising the Treasurer's Office of incoming funds in a timely manner

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of funds managed	1,056	1,075	1,066	1,066	1,066
Number of deposits processed ⁽¹⁾	28,596	30,669	52,577	53,000	53,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	100%	100%	99%	90%	90%
Percent of deposits processed within one day	97%	96%	98%	98%	98%
Is Anyone Better Off? (Outcome)					
Dollar ⁽²⁾ / percent ⁽³⁾ growth in County Pool due to investments	\$67,021,549 / 3.13%	\$80,873,887 / 3.87%	\$95,000,000 / 4.33%	\$100,000,000 / 4.38%	\$100,000,000 / 4.38%
County Pool 3 yield rate vs. Local Agency Investment Fund (LAIF): ⁽⁴⁾					
- Pool 3	3.01%	3.74%	4.21%	4.35%	4.25%
- LAIF	2.61%	4.28%	5.08%	4.38%	4.38%

⁽¹⁾ Generating reports from the new CORE cashiering system uncovered the fact that the previous CASHnet system was excluding tax deposits in its reports due to a program error. FY 2007-08 targets are based on true estimated deposit activity.

⁽²⁾ This represents the gross investment/security earnings.

⁽³⁾ This represents gross earnings rate.

⁽⁴⁾ Percentages under Pool 3 yield rate vs. LAIF are net rates after fees and charges.

Treasurer (1520P)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	10.0	11.0	12.0	12.0		12.0
Funded FTE	10.0	11.0	11.0	12.0	1.0	12.0
Total Requirements	2,063,926	1,820,210	2,440,802	2,758,753	317,951	2,806,837
Total Sources	3,144,073	3,333,084	3,030,987	3,281,864	250,877	3,281,864
Net County Cost	(1,080,147)	(1,512,874)	(590,185)	(523,111)	67,074	(475,027)
NCC Breakdown						
A-87 Cost Plan			(416,570)		416,570	
Mandated Services			(173,615)	(523,111)	(349,496)	(475,027)

Program Net County Cost

This program has a negative Net County Cost (NCC) of \$523,111. Revenues received from Treasury commissions exceed direct operation costs and are used to offset overhead budgeted in other programs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions to Workers' Compensation charges due to a change in methodology; increases to County service charges; increase to cover the management cash-out program; and loss of AB589 funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	104,466	37,000	0	141,466	0

2. Revenue Adjustment

Pool funding has increased significantly as a result of increased school bonds. Commissions have been increased accordingly, along with an increase in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
250,877	0	0	176,485	(74,392)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
250,877	104,466	37,000	176,485	67,074	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor and merit increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	48,084	0	0	48,084	0

Revenue Services Program (1530P)

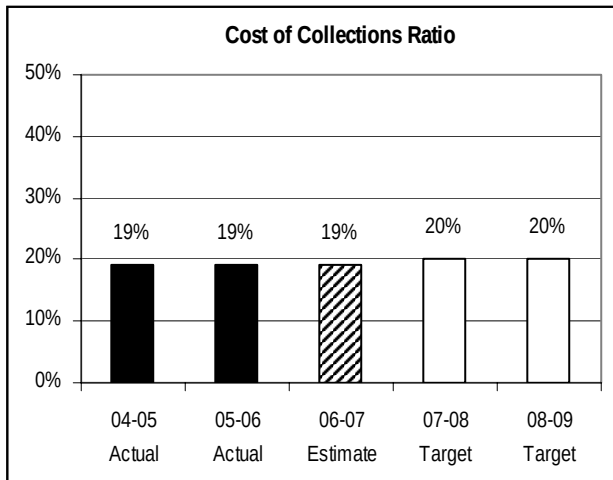
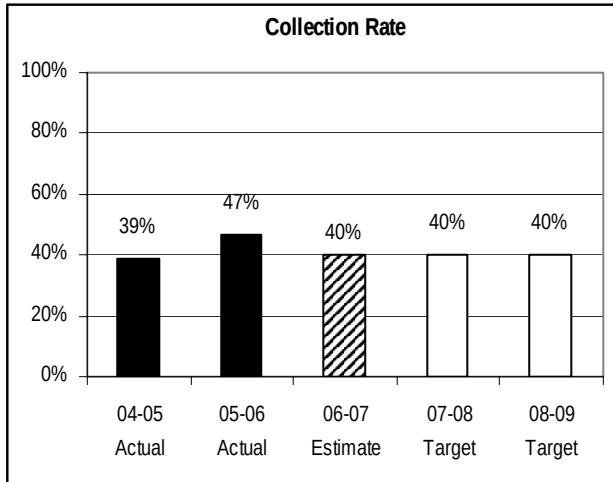
Program Locator

County

Administration and Fiscal
Treasurer-Tax Collector
Tax Collector
Treasurer

► Revenue Services

Headline Measures



Program Outcome Statement

Revenue Services provides billing and revenue debt collection services to County departments in a cost-effective manner to maximize revenue recovery.

Services and Accomplishments

Revenue Services primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing revenue collection services

for many County departments, including the San Mateo Medical Center (SMMC), Courts, Probation, and Private Defender. Services provided include establishing accounts, billing and collection, contacting debtors, processing payments and posting revenues.

The following are major accomplishments in the current year:

- Evaluated the feasibility of auto-posting website payments made by debtors attempting to pay outstanding invoices online or by phone using checking/savings accounts and credit cards
- Evaluated the feasibility of auto-posting payments received from the Franchise Tax Board collection unit
- Enhanced the direct payment deposit program with the Treasurer's Office to include auto-posting of payments
- Partnered with SMMC to develop a process for handling mail return correspondence
- Redesigned the Revenue Services website
- Completed conversion testing to automate Probation collections to assume responsibilities for billing and receiving

Story Behind Performance

Revenue Services continues to meet or exceed both its revenue and expenditure goals. Revenue collections for the second quarter of FY 2006-07 were \$9,188,436 exceeding the second quarter collections in FY 2005-06 of \$7,982,897. Total collections for the first half of FY 2006-07 exceeded FY 2005-06 by \$1,205,539. This puts the division on track for achieving the year-end goal of \$18,000,000. Revenue Services has also achieved a revenue-to-expenditure ratio of less than 20%. The collection ratio has dropped for the first half of FY 2006-07 due to an increase in the amount of accounts received from SMMC and an increase in the amount of accounts received due to the Probation conversion. The goal to contact debtors within five days has been met. Staff continues to provide cost effective services while maintaining revenue collections.

Major challenges in the next two years will be:

- To maintain collections
- To explore and implement new technologies and collection tools

Program Objectives

Revenue Services will meet performance targets by doing the following:

Achieve a 40% Collection Rate

- Continue to utilize the Employment Development Department software to locate employment information for debtors and continue to utilize other collection tools such as DMV and Merlin to locate debtors.

Increase the Cost of Collection Ratio to 20%

- Develop and implement automatic posting process for Revenue Services accounts

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Dollar amount of accounts received	\$41M	\$39M	\$49M	\$40M	\$40M
Number of accounts received	95,274	71,870	68,300	60,000	60,000
How Well We Do It (Quality)					
Percent of debtors contacted within five days of receipt	100%	100%	100%	100%	100%
Percent of accounts collected	31%	40%	40%	50%	50%
Is Anyone Better Off? (Outcome)					
Dollars collected	\$16.3M	\$18.4M	\$18.0M	\$18.0M	\$18.0M
Total cost of collections	\$3.2M	\$3.4M	\$3.4M	\$3.4M	\$3.4M
Collections rate	39%	47%	40%	40%	40%
Cost of collections ratio	19%	19%	19%	20%	20%

Revenue Services Program (1530P)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	32.8	33.0	0.3	33.0
Total Requirements	932,335	977,575	1,164,225	1,213,088	48,863	1,288,088
Total Sources	1,093,316	1,203,089	1,273,896	1,322,759	48,863	1,322,759
Net County Cost	(160,981)	(225,514)	(109,671)	(109,671)		(34,671)
NCC Breakdown						
A-87 Cost Plan			314,965		(314,965)	
Non-Mandated Services			(424,636)	(109,671)	314,965	(34,671)

Program Net County Cost

This program has a negative Net County Cost (NCC) of \$109,671. Revenues received from services provided exceed direct operation costs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increase in Workers' Compensation charges due to a change in methodology; increases to County service charges; increase to cover the management cash-out program; adjustments to intrafund transfers; and decreased reserves used for infrastructure improvements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
18,863	189,911	(105,048)	(36,000)	30,000	0

2. Revenue Adjustment

As of March 2007, Revenue Services has been providing collection services for adult and juvenile probation accounts. This new contract with the Probation Department will generate increased revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,000	0	0	0	(30,000)	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

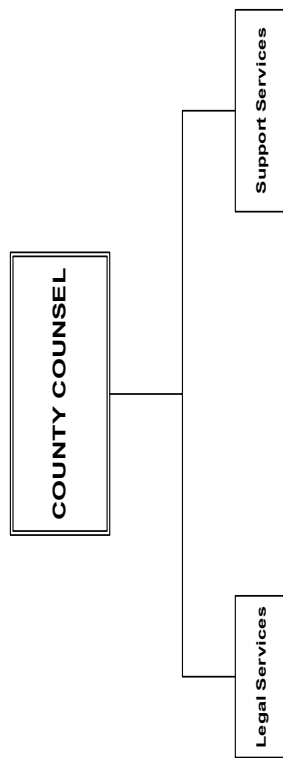
3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: appropriations have been increased to include negotiated labor and merit increases, partially offset by a reduction in services and supplies.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	0	75,000	0

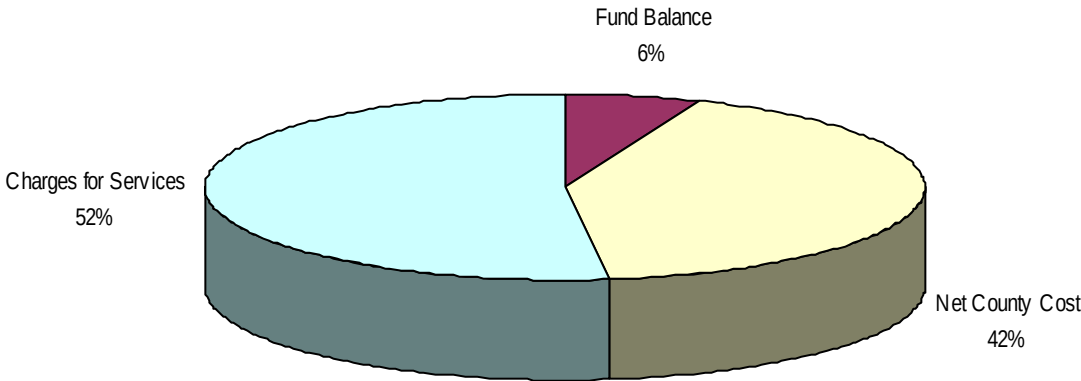
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COUNTY COUNSEL'S OFFICE

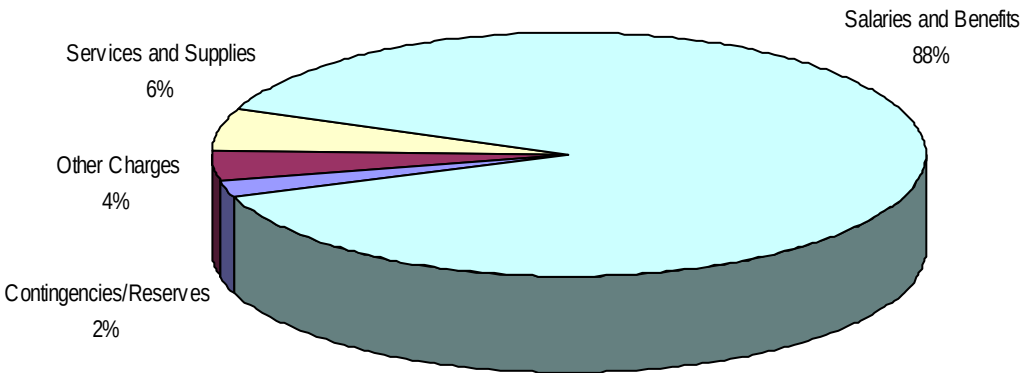


County Counsel

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements

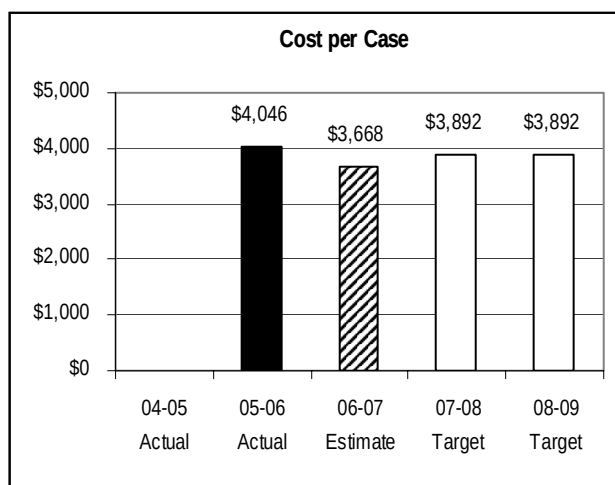
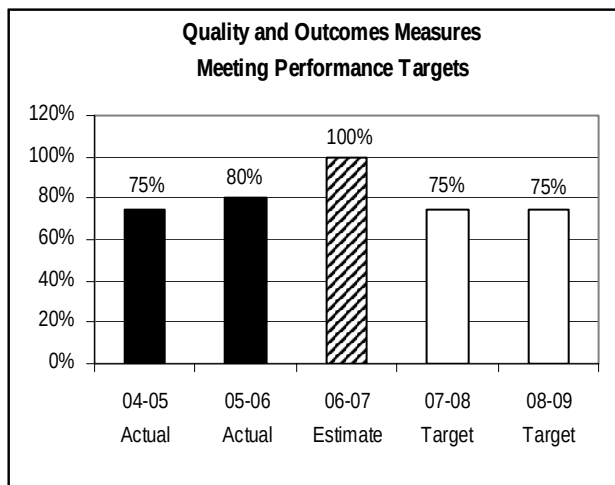


Department Locator

County

Administration and Fiscal
Board of Supervisors
County Manager/Clerk of the Board
Assessor-County Clerk-Recorder
Controller's Office
Treasurer-Tax Collector
▷ **County Counsel**
Human Resources
Information Services Department
Grand Jury
Retirement (SamCERA)

Department Measures



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 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 (FY 2000-2006)

PEOPLE

Ensure Basic Health and Safety for All

- Provided general legal advice to County departments and agencies and prepared the legal instruments by which the County transacts business
- Prosecuted and defended cases which include, but are not limited to, the conservatorship program which helps vulnerable people achieve a better quality of life
- Represented various County departments in administration of the County's equal employment goals and the Equal Benefits Ordinance
- Assisted the County Manager and San Mateo Medical Center in updating the indigent healthcare (WELL) program
- Provided targeted legal advice in support of the Blue Ribbon Task Force's efforts to create a program of healthcare to the uninsured

Realize The Potential Of Our Diverse Population

- Represented Assessor-County Clerk-Recorder in matters relating to compliance with federal and state voting machine requirements.

PLACE

Offer a Full Range of Housing Choices

- Supported housing for people at all income levels through representation of the Department of Housing, including review of proposed policies and contracts, and through support and advice regarding the adoption of the inclusionary zoning ordinance

PARTNERSHIPS

Leaders work together across boundaries to preserve and enhance our quality of life

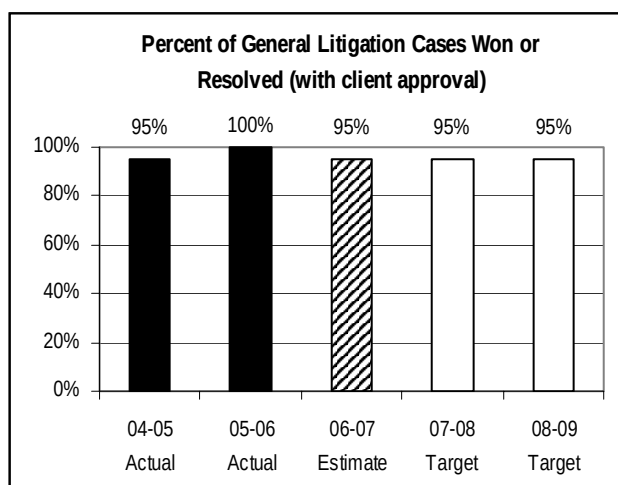
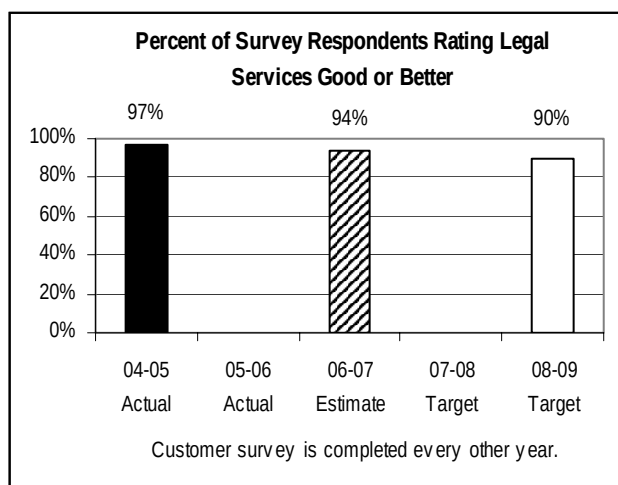
- Joined in the public nuisance action against paint manufacturers to remedy damages caused by lead poisoning which is a present danger to the health and well-being of people throughout the county, particularly children
- Led the collaborative creation of the "Health Officer Practice Guide for Communicable Disease Control In California." This

statewide practice guide was created to provide guidance to local Health Officers in California when responding to bioterrorism as well as to actual or suspected cases of a naturally-occurring communicable disease. Conducted follow-up training for the Health Officers, their counsel and staff

Responsive, effective and collaborative government

- Provided legal advice to City/County Association of Governments (C/CAG)
- Assisted in developing a Memorandum of Understanding (MOU) between city law enforcement agencies and the Sheriff to provide for a coordinated approach to countywide law enforcement issues
- Drafted an update to the MOU between county law enforcement agencies and Children and Family Services to facilitate a coordinated response to child protective service issues
- Provided legal assistance, when necessary, to county transportation agencies

Headline Measures



Services and Accomplishments

The County Counsel's Office primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by 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 must be 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:

- Litigated several significant employment and civil rights cases to conclusion
- Expanded the formal training program for Child Protective Services in accordance with the recommendations of the Blue Ribbon Committee
- Conducted state-mandated ethics training for elected officials and members of the County Boards and Commissions, as well as designated County employees
- Assisted in drafting proposed state and local legislation in the areas of smoking regulations, affordable housing, and terms of the civil grand jury
- Assisted in the San Mateo County Organizational Review

Story Behind Performance

The County Counsel's Office conducted its comprehensive customer satisfaction survey in the Fall of 2006. In all, 66 responses were obtained. On average, 94% of survey respondents rated the expertise of County Counsel staff as good or better, and 89% of survey respondents rated the communication and responsiveness of staff as good or better. Overall, 94% of survey respondents rated legal services provided by staff as good or better. The office intends to conduct the survey at two-year intervals and the next survey will be conducted in the Fall of 2008.

Major Issues to be Addressed

- The County Counsel's office anticipates an increase in assistance to County departments as a result of the Organizational Review as well as current and anticipated changes in departmental leadership.
- The office has been actively involved in providing legal services relating to updating the indigent health care (WELL) program and anticipates further complex legal issues related to the development of the provision of health care for the under insured and uninsured.

Department Objectives

The County Counsel office will meet performance targets by doing the following:

Win or Resolve with the Approval of the Client, 95% of General litigation cases and potential litigation

- Work cooperatively with the Risk Manager and client to identify, as early as possible, the risk of liability and damages in such cases
- Develop strategies to determine, as early as possible, the best approach to an optimal resolution to each case (mediation, arbitration, settlement or trial)
- Use experts as necessary in complicated cases to assist in evaluating exposure to liability and damages
- Work to resolve disputes to avoid litigation
- Use available resources within the office (attorneys, paralegals and secretarial staff) to optimally staff each case according to the risk of liability

Maintain Client Satisfaction with Legal Services at a rate of 95% or better

- Explore ways to increase responsiveness to client request for services
- Ensure a system is in place to provide “back up” assistance when a clients’ assigned attorney is not available
- Proactively assist clients in seeking solutions to problems rather than simply pointing out legal impediments to those solutions

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2007-08 Target
What/How Much We Do					
Number of customer agencies served					
- County Departments	20	20	27	27	27
- Schools Districts	23	23	23	22	22
- Other Agencies (JPAs, Special Districts)	30	30	30	30	30
Number of cases					
- Probate Proceedings	1,216	1,239	1,250	1,200	1,200
- Children Services Litigation	224	262	275	250	250
- General Liability	188	157	135	120	120
How Well We Do It (Quality)					
Percent of general litigation cases won or resolved with approval of client	95%	100%	95%	95%	95%
Attorneys per capita	1: 33,051	1: 33,554	1: 30,929	1: 32,096	1: 32,096
Cost per capita as compared with surrounding counties					
- San Mateo County	\$8.49	\$9.13	\$8.68	\$8.78	\$8.78
- Surrounding counties	\$11.08	\$10.77	\$12.06	\$11.68	\$11.68
Department cost as a percentage of the County budget	0.4%	0.4%	0.4%	0.4%	0.4%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating legal services good or better ⁽¹⁾	97%	---	94.1%	---	90%

⁽¹⁾ Customer survey is completed every other year.

County Counsel (1600B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	3,532,173	3,245,398	3,079,536	3,542,471	462,935	3,542,471
Interfund Revenue		1,195				
Miscellaneous Revenue	1,650	15,939	1,000	1,000		1,000
Total Revenue	3,533,823	3,262,531	3,080,536	3,543,471	462,935	3,543,471
Fund Balance	895,095	1,149,485	859,302	416,302	(443,000)	416,302
TOTAL SOURCES	4,428,918	4,412,016	3,939,838	3,959,773	19,935	3,959,773
REQUIREMENTS						
Salaries and Benefits	5,603,482	5,966,562	6,577,860	6,994,450	416,590	7,281,035
Services and Supplies	291,088	443,170	363,752	468,542	104,790	468,542
Other Charges	282,034	303,999	360,462	345,542	(14,920)	345,542
Gross Appropriations	6,176,604	6,713,730	7,302,074	7,808,534	506,460	8,095,119
Intrafund Transfers	(1,317,866)	(1,409,843)	(920,753)	(1,132,104)	(211,351)	(1,132,104)
Net Appropriations	4,858,738	5,303,887	6,381,321	6,676,430	295,109	6,963,015
Contingencies/Dept Reserves	146,590	608,599	153,544	153,544		153,544
TOTAL REQUIREMENTS	5,005,328	5,912,486	6,534,865	6,829,974	295,109	7,116,559
NET COUNTY COST	576,410	1,500,470	2,595,027	2,870,201	275,174	3,156,786
AUTHORIZED POSITIONS						
Salary Resolution	38.0	38.0	41.0	41.0		41.0
Funded FTE	37.5	35.0	40.7	38.4	(2.3)	38.4

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$19,935 or .5% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$462,935 in this funding source due to increased reimbursements for legal services from agencies, school districts and the county's self-insured program.

Fund Balance

There is a decrease of \$443,000 in this funding source to offset operating costs.

TOTAL REQUIREMENTS

Total Requirements increased by \$295,109 or 4.5% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$416,590 in this expenditure category due to negotiated labor increases, merit increases, higher benefit and retiree health costs.

Services and Supplies

There is an increase of \$104,790 in this expenditure category primarily due to the upgrade of the department's computer network system and workstations.

Other Charges

There is a decrease of \$14,920 in this expenditure category due to the elimination of a one-time construction project. This expenditure is offset by increased costs for facilities and general liability insurance charged by internal service departments.

Intrafund Transfers

There is an increase of \$211,351 in this expenditure category due to increased cost recovery reimbursements for legal services.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 2.3% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$20,015.

NET COUNTY COST

There is an increase of \$275,174 or 11% in this Department's General Fund allocation to cover negotiated labor increases.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources remain the same from the FY 2007-08 to the FY 2008-09 Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increased by \$286,585 or 4.2% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$286,585 in this expenditure category due to negotiated labor and merit increases.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 2.2% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$14,284.

NET COUNTY COST

There is an increase of \$286,585 or 10% in this Department's General Fund allocation to cover negotiated labor and merit increases.

County Counsel (1600B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	38.0	38.0	41.0	41.0		41.0
Funded FTE	37.5	35.0	40.7	38.4	(2.3)	38.4
Total Requirements	5,005,328	5,912,486	6,534,865	6,829,974	295,109	7,116,559
Total Sources	4,428,918	4,412,016	3,939,838	3,959,773	19,935	3,959,773
Net County Cost	576,410	1,500,470	2,595,027	2,870,201	275,174	3,156,786
NCC Breakdown						
A-87 Cost Plan			2,017,212	1,915,519	(101,693)	1,915,519
Mandated Services			250,757	284,781	34,024	293,944
Non-Mandated Services			327,058	669,931	342,873	1,063,625

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,870,201 or 42%. Of this amount, 23% or \$669,931 is discretionary and \$2,200,300 is Mandated Services with no maintenance-of-effort (MOE) requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor and merit increases, increases for retiree health costs, computer equipment, and office furniture. Revenues are increased due to legal fees for probate conservatorship matters and reimbursement from departments and school districts. These increases are partially offset by a reduction in Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
19,935	506,460	(211,351)	0	275,174	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

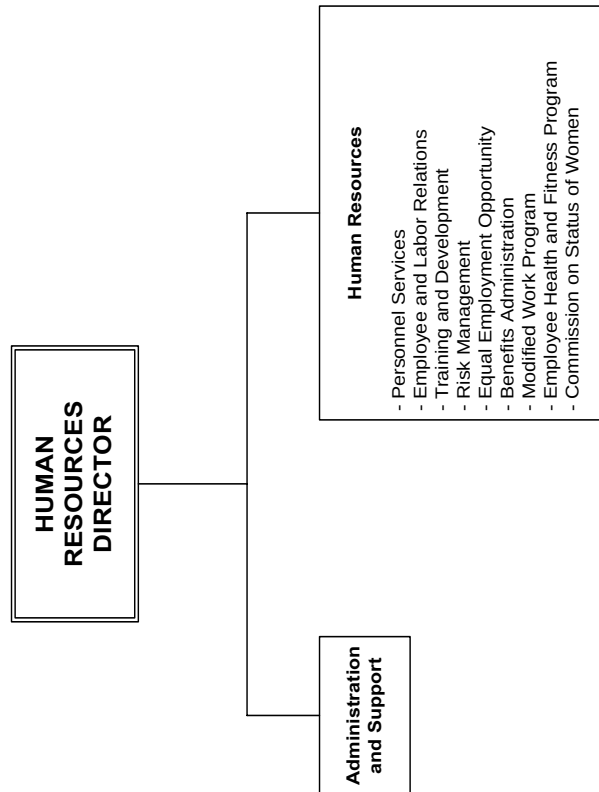
2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit and negotiated labor increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	286,585	0	0	286,585	0

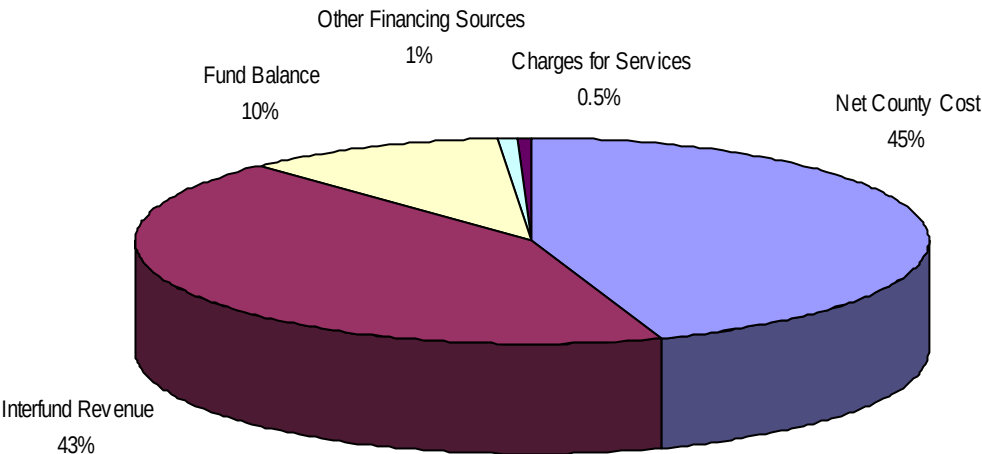
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HUMAN RESOURCES DEPARTMENT

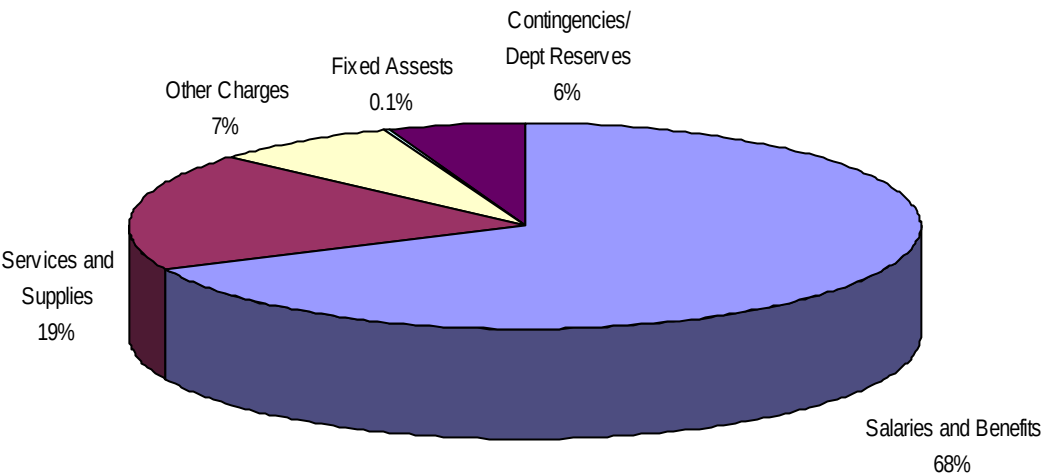


Human Resources Department

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements

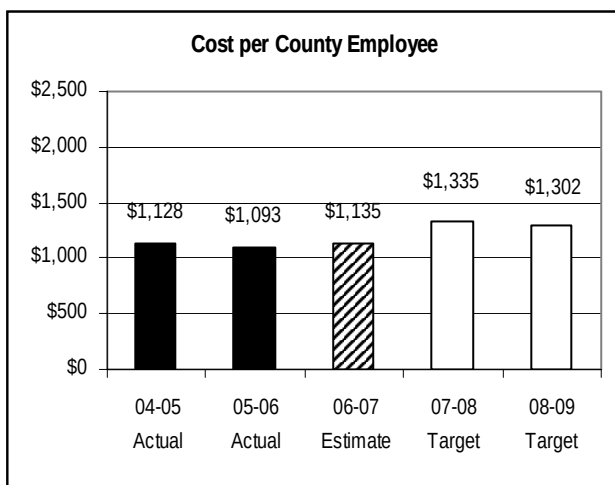
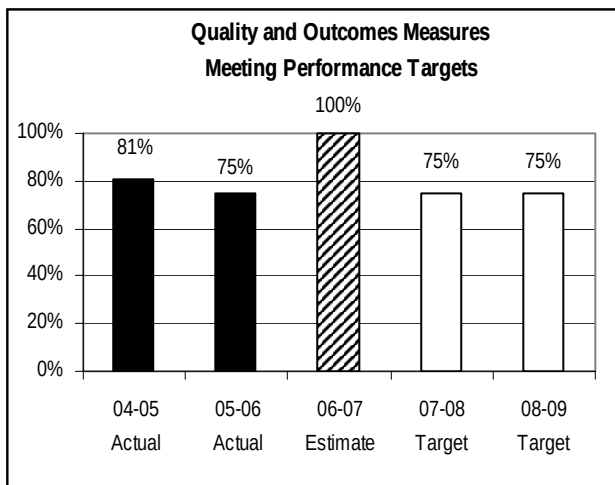


Department Locator

County

Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 ► **Human Resources Department**
 Information Services Department
 Grand Jury
 Retirement (*SamCERA*)

Department Measures



Department Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe and productive work environment for employees, their families, departments, and the public in order to maximize individual and organizational potential and position San Mateo County as an employer of choice.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Realize the Potential of Our Diverse Population

• Recruitment and Retention Programs

Human Resources attracts and retains employees through a variety of programs, including 1) Employee Referral Program which has resulted in decreased vacancies in hard-to-fill positions by offering financial incentives to current employees who refer successful candidates, 2) Enhanced Hiring Package granting up to 40 hours of vacation credit, 48 hours of sick leave credit and an advanced level of vacation accrual for hard-to-fill positions, 3) Reinstatement/Rehire Program which creates incentives for former County employees to return to County employment, 4) Flexible Spending Account which permits employees to pay for eligible health care expenses on a pre-tax basis, and 5) Health and Fitness incentive programs for employees to improve their health and lower healthcare costs.

Additional efforts to attract and retain employees have included expanding the Child Care Center Scholarship Program from \$48,000 to \$65,000 per year, offering Homebuyer Seminars to 478 County employees of which an estimated 77 purchased their first home, implementing a Workplace Mediation Program in conjunction with Peninsula Conflict Resolution Center which has assisted 74 individuals to resolve workplace conflicts, and implementing flexible and alternate work schedules to assist employees in balancing work and family life.

• Improved Service through Technology

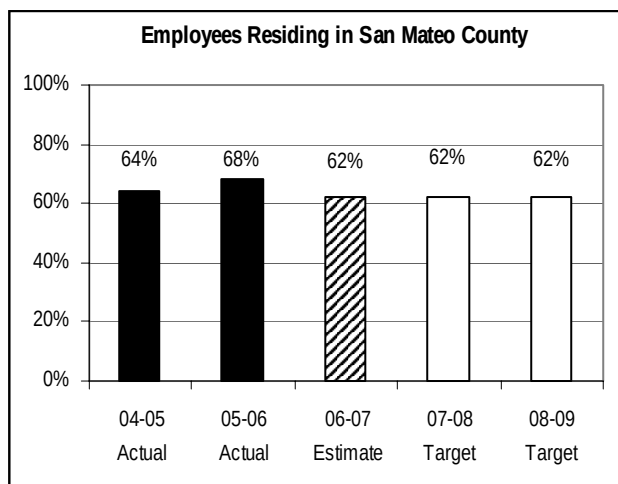
Human Resources continues to improve customer service by implementing online automated services, including: online employment applications which has resulted in over 90% of candidates applying for County positions via the Internet and increasing the candidate pool; and an online requisition certification system that provides a streamlined hiring process. The department has also increased security and privacy of employee information by upgrading the personnel and payroll system in conjunction with the Controller's Office and Information Services. The Human Resources Department purchased a Learning Management System in the Fall of 2006 which will be rolled out Countywide in FY 2007-08. The Learning Management System will include an eLearning component and allows departments to enroll employees in training and develop

their performance and development plans. The Learning Management System also includes succession planning, content management and tuition reimbursement modules.

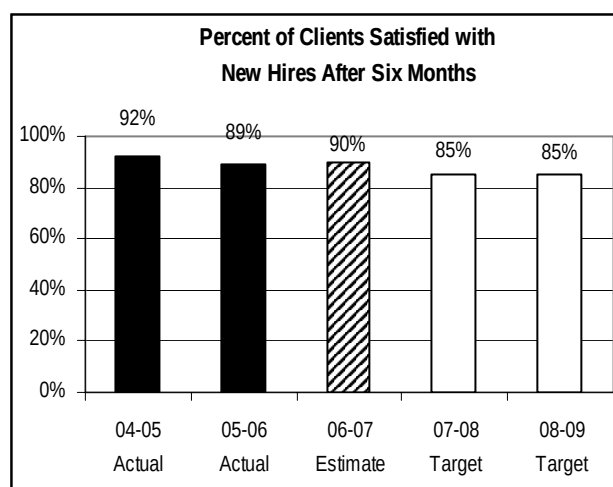
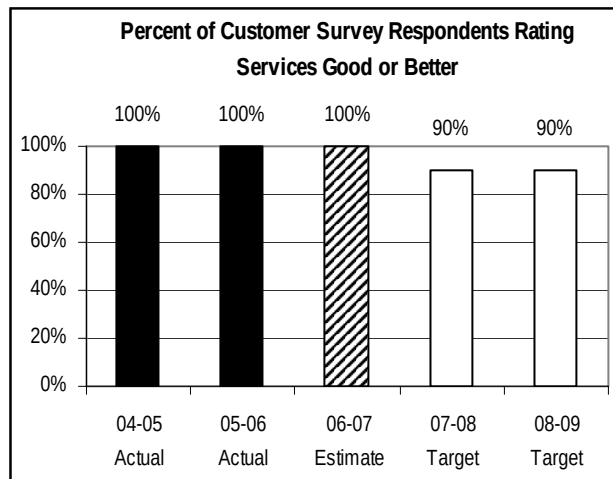
Provide Equal Access to Educational Opportunity

• Employee Development

Developed and implemented several training programs to assist employees in their development and prepare them to assume higher level positions in the County. These programs have included an on-site Masters degree program and accelerated Associate of Arts degree program in conjunction with local colleges. A new Masters degree program with San Francisco State University is anticipated to begin this Fall. The program has already attracted 130 individuals interested in participating in the on-site MPA program. The department has also redesigned the County's training programs to include courses on human resources and financial management and expanded programs in customer service, leadership and professional development and safety. In addition, Human Resources developed and offered an advanced training on managing complex employment issues to assist managers in understanding employment laws and identifying and resolving employment issues. A new class on labor relations was offered in February 2007.



Headline Measures



Services and Accomplishments

The Human Resources Department contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government and to Realize the Potential of Our Diverse Population by providing the following services: recruitment and selection, classification and compensation studies, labor and employee relations, equal employment opportunity, benefits and health and fitness, risk management, training and development, personnel and payroll system management, community partnerships and staff support for the Civil Service Commission, the Commission on the Status of Women and the Domestic Violence Council.

The Human Resources Department has increased the County's organizational effectiveness by implementing a number of new programs and activities.

The following are major accomplishments in the current year:

- Designed and facilitated a Countywide training course on "Labor Relations Basics"

- Conducted negotiations with AFSCME, BCTC, OSS, SMCCE and SEIU on new contracts as well as negotiated a new contract for In Home Support Services (IHSS) independent providers
- Presented five Countywide training sessions to 258 managers and supervisors on provisions of the first AFSCME and SEIU Extra Help contract
- Explored a Retiree Health Savings Account, which will allow individuals to contribute pre-tax amounts to individual accounts to pay health premiums and other medical expenses after termination of employment
- Obtained improvement to Vision Service Plan Benefits, resulting in reduced administrative expenses
- Expanded targeted training programs for asthma and allergy, diabetes, cardiovascular health education and cancer prevention
- Implemented a health care option for extra help employees through the San Mateo County Healthworx
- Collaborated with Aetna and Blue Shield to offer programs to improve member health and manage health care costs
- Increased online employment applications from 80% to 90%, reducing the need to scan paper applications
- Developed an agreement with San Francisco State University to provide an onsite Masters of Public Administration (MPA) program beginning in the Fall of 2007
- Provided staff support to the Succession Planning Task Force and to the consultants conducting the Countywide organizational study and worked with the County Manager's Office and County Counsel to implement the recommendations
- Implemented a 5th Management Development Mentoring Program and increased the number of participants from 25 to 55 per session
- Collaborated with the County Manager's Office to develop and conduct a Management Analyst Assessment Center
- Implemented a new online Workers' Compensation Injury Reporting System, providing an automated tool for departments to report and monitor workers' compensation injuries
- Redesigned EEO training programs to include changes in the law as well as issues identified by departments
- Assisted various departments with establishing alternate work schedule agreements that were mutually beneficial for the departments and their employees
- Developed a Medical Provider Network (MPN) for workers' compensation injuries, which allows employees with rapid access to the best medical providers
- Developed training to assist departments in creating and revising, and updating state mandated Injury Illness Prevention Program (IIPP)
- Employee and Labor Relations Division was recognized for outstanding program performance (honorable mention) through the County's STARS Program

Story Behind Performance

During FY 2006-07, the Human Resources Department conducted planning and priority setting sessions involving all staff. These planning sessions resulted in changes to the department's mission statement and performance measures. These changes are aligned with the department's key initiatives of building strategic partnerships and developing and implementing a robust workforce planning program. The new measures include: customer satisfaction, number of applicants, employee turnover by category, employee turnover and workers' compensation benchmark, and promotion rate.

The department currently surveys recruitment customers, payroll and personnel training participants and managers and supervisors who had a recent hire. All of these services have generated a customer satisfaction rating of 90% or higher. During the fiscal year, Human Resources staff met with all departments to provide them with department specific profiles on their workforce demographics as well as to inform departments about the available resources within the Human Resources Department. Through strategic partnerships, the department anticipates continued high levels of customer satisfaction. In FY 2007-08, customer surveys will be expanded to include Training and Development, Employee and Labor Relations (ELR), Equal Employment Opportunity (EEO) and Benefits customers. Obtaining customer survey feedback will allow the department to assess services and, as needed, improve service delivery.

Human Resources staff continue to collaborate with departments to minimize employee complaints. It is estimated that during FY 2006-07, ELR will receive 48 complaints and EEO will receive 76, reflecting a reduction of 13% compared to the prior fiscal year. Of these complaints, EEO anticipates resolving 84% prior to formal process, which is comparable to last year's 85%. ELR anticipates that 92% will be resolved prior to formal process. The high percentage of complaints resolved prior to formal process is attributable to increased training courses offered by ELR and EEO staff as well as consultation services provided to managers and supervisors. Risk Management has also increased the number of training courses it offers in the areas of work environment safety, contractor insurance requirements and workers' compensation. The number of workers' compensation filings and lost time is anticipated to remain stable. However, since FY 2004-05 the number of lost time claims has been reduced by 9%.

During the current fiscal year, a request for proposal will be issued to select new training instructors for the County's Training and Development courses which cover computer training, customer service, diversity, finance and administration, human resources, leadership development, professional development, safety and written communication. While the Human Resources Department continues to make every effort to increase the number of internal trainers, the need for external trainers is still required given that most trainers offer subject matter expertise that may not always be available internally. As a result of succession planning efforts and a state-mandated requirement to once again train all managers and supervisors on sexual harassment awareness, training course

participation is anticipated to increase during the next two years. The percent of training participants utilizing skills or reporting change in behavior after attending training classes continues to be strong; 91% of participants reported that they are utilizing new strategies.

The number of new hires has increased due to conversion of extra help to permanent employees as well as positions being added during the last budget cycle. The number of promotions has increased from 273 in FY 2004-05 to 389 in FY 2005-06. It is anticipated that this figure will once again increase during the next two fiscal years as the County implements a succession planning program.

The County's turnover rate is anticipated to increase prior to year-end and in the upcoming fiscal years as eligible employees retire. Currently the County has 1,470 or 26% of employees that are eligible to retire (at least 50 years of age and 10 years of service). In FY 2005-06, 8% of employees left the County. A total of 118 or 2% of employees retired, 100 or 2% left employment within the first year of employment, and 227 or 4% left for other reasons; i.e., another position closer to home. The department anticipates obtaining comparative workforce data from other jurisdictions in the upcoming fiscal year.

Major Issues to be Addressed

Expanding Strategic Approaches—Foster collaborative and innovative business partnerships in an effort to provide departments and external customers with a support network of human resources professionals that can assist organizations in their strategic efforts, from the first phases of planning all the way through implementation.

Changing Workforce—Need to prepare for increased vacancies in key leadership positions as baby boomers retire, resulting in a loss of institutional knowledge. Preparing for this change will require creative solutions including marketing employment opportunities at colleges and universities to attract individuals new to the workforce as well as providing training, shadowing and rotational assignment opportunities for existing staff in an effort to prepare them for promotional opportunities.

Increasing Costs—Rising labor, provider, vendor and consultant costs and reduced resources for services at the same time customer needs grow will require increased productivity gains through technology as well as other creative solutions.

Managing Complex Employment Laws and Issues—Addressing employee relations issues will require the department to provide regular training to managers and supervisors in the areas of valuing diversity, discrimination-free workplace, civil service process, departmental interviews and reference checking, corrective action and coaching and counseling employees.

Expanding Countywide Applications—Rolling out the Automated Time Keeping System and Learning Content Management System will require significant staff time to develop requirements, test applications and provide Countywide training.

Key Department Initiatives

1. Expand the County's Workforce Planning Programs

Major Issues to be Addressed:

- Baby boomers are leaving the workforce in record numbers and there are not as many workers in subsequent generations to take their place
- Middle management level positions have been reduced, eliminating a logical succession planning source
- Insufficient resources have been allocated to identify and develop future leaders

Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population
- Responsive, Effective and Collaborative Government
- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

Goal:

- Develop and implement a robust succession planning program to assure that highly qualified employees are developed to fill key leadership vacancies

Objectives:

By June 30, 2009:

- Increase the number of positions filled by internal candidates
- Increase the number of courses offered to staff
- Hire key personnel prior to departure of the incumbent
- Increase the number of applicants by attracting recent college and university students
- Increase the number of employees with development plans that include the integration of core competencies

Major Milestones:

- Implement a comprehensive workforce planning program to including the following tasks:
 - Expand use of managers, supervisors and retirees who conduct training
 - Expand the number of training courses offered by Training and Development
 - Create an academy entitled "Fundamentals of First Line Supervision"
 - Explore a certificate program for government services at community colleges
 - Restart an on-site Masters in Public Administration (MPA) Program
 - Implement internship, shadowing and rotational programs
 - Implement Individual Development Plans (IDP) Countywide
 - Develop and implement a marketing plan to attract candidates new to the workforce to public service
- Allocate sufficient funding to implement the Countywide succession planning program
- Implement a Countywide Learning Content Management System which includes a succession planning module

- Automate the Tuition Reimbursement Process
- Install a Human Resources kiosk in the lobby to provide for online job search and application capabilities
- Complete a Countywide Compensation Study of Management Classifications
- Develop and deliver several countywide and department specific training programs, including Leave of Absence, Managing Medical Conditions, Sexual Harassment, labor relations and corrective action

Partners:

- County Manager's Office
- All County departments

FY 2007-08 Budget Impact:

Cost estimates are currently being developed. Appropriations for a Human Resources Kiosk have been included in the budget.

2. Develop and Implement Strategic Partnerships to Enhance Organizational Effectiveness

Major Issues to be Addressed:

- Partnerships with County departments and outside agencies, including health plan providers, non-profits, special districts and cities, could be expanded to support departments in their strategic efforts

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government
- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

Goals:

- Human Resources is utilized as a consultant that collaborates with departments and other agencies to increase performance capability and meet organizational goals
- Employee performance goals are aligned with department and organizational goals
- Identify opportunities to grow revenue and improve financial position to create long-term sustainable Human Resources services
- Establish and strengthen relationships and initiatives through shared resources to better serve customers and community partners
- Provide organizational development services that will facilitate change and continuous improvement in the organization

Objectives:

- By June 30, 2008, increase the number of customer survey respondents indicating that Human Resources is helping meet their strategic goals

- By June 30, 2009, increase the number of management employees with individual performance goals that are aligned to department and organizational goals

Major Milestones:

- Establish a committee to develop a performance management system (non-represented employees)
- Pilot, evaluate and implement performance management system
- Meet with all County departments to discuss Human Resources strategic approach
- Prepare annual customized profiles with Human Resources metrics to include staffing trends, EEO, ER and training data
- Increase knowledge of department and agency operations by Human Resources staff
- Create a resource and staffing plan to support demands in services
- Develop service level agreements for enhanced Human Resources services
- Establish an Internal Service Fund to account for and support enhanced Human Resources services provided to other departments and community partners
- Develop a repository of departmental best practices in the area of employee relations, including shift bidding, assigning work out of class and vacation bidding
- Develop and deliver several countywide and department specific training programs, including Leave of Absence, Managing Medical Conditions, Sexual Harassment, labor relations and corrective action
- In partnership with one County department, implement a 12-18 month pilot program utilizing a population health improvement model and judicious use of incentives; conduct a comprehensive evaluation of its impact on employee health status, outcomes and productivity as well as its return on investment
- In collaboration with the Health Department, establish a Wellness Policy to assure a healthy and supportive work environment
- Expand collaborations with Health Plans and/or Medical Groups by using health plan data and cost trends, identify and develop demonstration project(s) that improve health status, health outcomes, and health care utilization

Partners:

- County Manager's Office
- All County departments
- Community

FY 2007-08 Budget Impact:

One manager position will be added in FY 2007-08 to support strategic initiatives and oversee the recruitment function. Funding for the position will come from customer departments.

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of applicants (data development)	11,202	13,143	13,200	14,000	15,000
Number of hires					
- New hires	412	495	530	450	450
- Promotions	273	389	340	400	425
- Extra help	589	515	540	450	450
Number of employment complaints					
- Equal Employment Opportunity	82	87	76	90	90
- Employee and Labor Relations	82	39	48	75	75
Number of training participants					
- Training and Development classes ⁽¹⁾	3,038	3,731	3,060	4,410	4,410
- Health Promotion and Risk Assessment classes	1,867	1,972	2,500	2,000	2,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating overall satisfaction with services good or better	100%	100%	100%	90%	90%
Percent of employees leaving County employment					
- Retirees	---	2.0%	3.4%	4.1%	5.6%
- Within one year of employment	---	2.0%	1.6%	1.5%	1.4%
- Other	---	4.0%	3.5%	3.4%	3.0%
Turnover rate as compared to ICMA ⁽²⁾					
- San Mateo County	15%	8%	8.5%	9%	10%
- ICMA ⁽²⁾	---	8.2%	8.2%	8.2%	8.2%
Percent of complaints resolved prior to formal process					
- Equal Employment Opportunity	95%	85%	84%	80%	80%
- Employee and Labor Relations	100%	95%	92%	90%	90%
Number of workers' compensation claims (per 100 FTEs)					
- San Mateo County	10.1	11.9	11.4	11.4	11.4
- ICMA ⁽²⁾	13.7	12.9	12.0	12.0	12.0
Is Anyone Better Off? (Outcome)					
Percent of clients satisfied with new hires after six months	92%	89%	90%	85%	85%

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
Percent of positions filled with internal candidates (data development)					
- management	---	---	---	---	---
- non-management	---	---	---	---	---
Percent of participants utilizing skills or reporting change in behavior after attending training classes					
- Training and Development classes	---	---	---	90%	90%
- Health Promotion and Risk Assessment classes	91%	91%	91%	90%	90%

(1) The increased number of training participants in FY 2005-06 is due to the mandatory Sexual Harassment training; this training will take place every other year and the FY 2007-08 target reflects this additional training. The FY 2007-08 also includes an estimated amount for the new twenty hour training requirement for every employee.

(2) International City/County Management Association (ICMA)

Human Resources Department (1700B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		68,498				
Charges for Services	35,494	33,435	40,500	40,500		40,500
Interfund Revenue	2,817,742	2,752,750	3,815,764	3,735,164	(80,600)	3,833,335
Miscellaneous Revenue	14,396	8,551		6,000	6,000	6,000
Other Financing Sources			77,323	77,323		77,323
Total Revenue	2,867,632	2,863,234	3,933,587	3,858,987	(74,600)	3,957,158
Fund Balance	666,371	586,255	1,001,731	895,699	(106,032)	784,199
TOTAL SOURCES	3,534,003	3,449,489	4,935,318	4,754,686	(180,632)	4,741,357
REQUIREMENTS						
Salaries and Benefits	5,177,563	5,356,006	6,675,605	6,791,660	116,055	6,960,792
Services and Supplies	1,114,334	1,121,182	1,919,275	1,858,375	(60,900)	1,778,375
Other Charges	599,090	662,222	652,293	742,750	90,457	670,885
Fixed Assets	8,370	6,433	25,500	8,000	(17,500)	
Gross Appropriations	6,899,357	7,145,844	9,272,673	9,400,785	128,112	9,410,052
Intrafund Transfers	(793,234)	(883,452)	(1,396,594)	(1,347,933)	48,661	(1,191,130)
Net Appropriations	6,106,123	6,262,392	7,876,079	8,052,852	176,773	8,218,922
Contingencies/Dept Reserves	515,190	516,127	631,281	566,341	(64,940)	566,341
TOTAL REQUIREMENTS	6,621,313	6,778,519	8,507,360	8,619,193	111,833	8,785,263
NET COUNTY COST	3,087,310	3,329,031	3,572,042	3,864,507	292,465	4,043,906
AUTHORIZED POSITIONS						
Salary Resolution	62.0	63.0	65.0	57.0	(8.0)	57.0
Funded FTE	53.0	53.8	55.9	53.1	(2.7)	53.1

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$180,632 or 3.7% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Interfund Revenue

There is a net decrease of \$80,600 in this funding source. Reductions reflect a decrease from the Risk Management Trust Funds totaling \$289,669 as a result of eliminating 10 vacant positions in the Modified Work Program. Increases were made as follows: Risk Management and Benefits increased reimbursements from their respective trust funds by \$107,791 primarily to cover costs associated with labor increases; Administration increased reimbursement from Risk Management Trust Fund by \$16,479 to cover costs associated with fiscal support; and a minor increase of \$5,000 from Commission on the Status of Women (CSW) Trust Fund will offset intern costs to support CSW activities. Personnel Services increased reimbursements by \$75,420 to cover costs associated with enhanced Human Resources services and minor reimbursements from departments totaling \$4,379 have been reflected in the Employee and Labor Relations and Equal Employment Opportunity Divisions.

Miscellaneous Revenue

There is an increase of \$6,000 in this funding source which will be used to offset costs associated with the annual Heart Walk event.

Fund Balance

There is a net decrease of \$106,332 in this funding source due to prior year usage of departmental Reserves for relocation, training and computer replacement costs partially offset by a carry-forward of succession planning program appropriations in the amount of \$80,000.

TOTAL REQUIREMENTS

Total Requirements increased by \$111,833 or 1.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$116,055 in this expenditure category. Merit increases and annualization of negotiated labor increases in the amount of \$271,981 have been included as well as the following: 1) elimination of 10 vacant positions in the Modified Work Program reflecting reductions of \$344,866; 2) addition of one Recruitment, Class and Compensation Manager totaling \$127,688 to oversee the Personnel Services Division; 3) addition of one Fiscal Office Assistant totaling \$70,221 to assist with fiscal responsibilities including processing deposits and payments; 4) the addition of \$12,940 for the conversion of one Office Specialist to Human Resources Technician position to assist with the processing of recruitment materials; and 5) addition of \$84,938 to cover the costs for the double-fill of the Benefits Manager position to allow for a smooth transition and transfer of institutional knowledge. Other adjustments to Salaries and Benefits include the elimination of one-time funding for the double-fill of one Assistant Director position totaling \$162,495. Retiree health benefits and other benefit accounts have been increased by \$45,648 and an amount of \$10,000 has been added for costs associated with interns and proctors.

Services and Supplies

There is a net decrease of \$60,900 in this expenditure category to reflect the elimination of implementation costs associated with the Learning Content Management System (LCMS) Project in the amount of \$93,500, partially offset by the reappropriation of succession planning project costs totaling \$80,000 as well as an increase to tuition reimbursement in the amount of \$20,000 to cover the cost of books for employees participating in this program. Other adjustments include reductions in computer expenses and various adjustments to general office supply accounts totaling \$67,400.

Other Charges

There is a net increase of \$90,457 in this expenditure category primarily due to increased ISD automation charges in the amount of \$81,723 for PIPS/Payroll system maintenance costs as well as the replacement of network appliances. Other increases include facility costs in the amount of \$11,695 and general liability insurance charges in the amount of \$10,137. Other adjustments include reductions totaling \$13,098 for various service charges including telephone, countywide security, copy center, LCMS Project and County Counsel charges.

Fixed Assets

There is a net decrease of \$17,500 in this expenditure category due to elimination of one-time costs associated with the LCMS Project totaling \$20,000 as well as the elimination of appropriations for scanning equipment in the amount of \$5,500. New fixed assets include the purchase of one Human Resources kiosk totaling \$8,000 that will allow candidates to view and print recruitment materials as well as apply online for County employment. The kiosk will be located on the first floor of the 455 County Center building.

Intrafund Transfers

There is a net decrease of \$48,661 in expenditure transfers. The decrease in Intrafund Transfers is primarily due to elimination of funding from the Non-Departmental Budget for one-time projects, including LCMS Project in the amount of \$120,000, double-fill of the Assistant Director position in the amount of \$162,495 and one-time reimbursement for labor increases in the amount of \$58,518. Other reductions in the amount of \$22,787 have been made to reflect anticipated reimbursements. These decreases are partially offset by increased reimbursements from departments for enhanced Human Resources services in the amount of \$65,336 and from Non-Departmental for the double-fill of the Benefits Manager position in the amount of \$84,938 as well as PIPS and Payroll cost increases in the amount \$71,865. Other increases include \$10,000 from departments participating in the safety programs and an amount of \$83,000 from Shared Services for fiscal, information technology, payroll and support services.

Contingencies/Departmental Reserves

There is decrease of \$64,940 in Reserves primarily due to prior year one-time projects including relocation expenses and the purchase of computers. The Balance in Reserves represents 7% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$405,284.

NET COUNTY COST

There is an increase of \$292,465 in the Department's General Fund allocation. Net County Cost was increased by \$202,580 to offset a portion of annualized negotiated labor increases; and increased by \$89,885 to cover costs associated with the addition of one Fiscal Office Assistant and expansion of the Tuition Reimbursement Program to include the coverage of textbooks.

FY 2008-09 Budget Overview**TOTAL SOURCES**

Total Sources decreased by \$13,329 or 0.2% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Interfund Revenue

There is an increase of \$98,171 in this funding source due to reimbursements from Risk Management and Benefits Trust Funds to cover salary and benefit increases for Risk Management, Modified Work and Benefits programs.

Fund Balance

There is a decrease of \$111,500 in this funding source due to completion of one-time projects, including the prior year carry-forward of succession planning appropriations.

TOTAL REQUIREMENTS

Total Requirements increased by \$166,070 or 1.9% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$169,132 in this expenditure category due to negotiated labor costs and benefits increases, partially offset by the elimination of one-time appropriations for the double-fill of the Benefits Manager position.

Services and Supplies

There is a decrease of \$80,000 in this expenditure category due to the elimination of one-time appropriations for succession planning activities.

Other Charges

There is a decrease of \$71,865 in this expenditure category due to the elimination of one-time appropriations for payroll common maintenance.

Fixed Assets

There is a decrease of \$8,000 in this expenditure category due to the elimination of one-time costs associated with the prior year purchase of one Human Resources kiosk.

Intrafund Transfers

There is a decrease of \$156,803 in expenditure transfers. The decrease in Intrafund Transfers is due to elimination of funding from Non-Departmental Budget for one-time projects; including payroll common maintenance and double fill of Benefits Manager position.

Contingencies/Departmental Reserves

There is no change in Reserves. The balance in Reserves represents 6.9% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$164,378.

NET COUNTY COST

There is an increase of \$179,399 or 4.6% in this department's General Fund allocation. Net County Cost has been increased to partially offset labor increases.

Human Resources Department (1700B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	62.0	63.0	65.0	57.0	(8.0)	57.0
Funded FTE	53.0	53.8	55.9	53.1	(2.7)	53.1
Total Requirements	6,621,313	6,778,519	8,507,360	8,619,193	111,833	8,785,263
Total Sources	3,534,003	3,449,489	4,935,318	4,754,686	(180,632)	4,741,357
Net County Cost	3,087,310	3,329,031	3,572,042	3,864,507	292,465	4,043,906
NCC Breakdown						
A-87 Cost Plan			986,768	1,064,198	77,430	1,064,198
Non-Mandated Services			2,585,274	2,800,309	215,035	2,979,708

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,864,507 or 44.8%, of which 100% is discretionary. Discretionary services include Mandated Services with no maintenance-of-effort (MOE) as well as the following Non-Mandated Services: training programs, employee and labor relations, equal employment opportunity, recruitment and class and compensation activities, risk management programs, administrative services including financial management and information technology, and the administration for the Commission on the Status of Women and Civil Service Commission.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; elimination of one-time contract expenses and fixed assets associated with the one-time implementation of the Learning Content Management System (LCMS); decreased Reserves to reflect reduced Fund Balance due to completion of one-time projects; and decreased reimbursements (Intrafund Transfers) primarily from Non-Departmental for prior year coverage of one double-filled position as well as labor increases. Revenue adjustments include increased reimbursements from Risk Management and Benefits Trust Funds to cover costs primarily associated with labor increases. Other revenue adjustments include reductions in Fund Balance to reflect completion of one-time projects, partially offset by the reappropriation of succession planning program costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
89,234	170,131	186,287	(64,940)	202,244	0

2. Addition of Fiscal Office Assistant Position

One Fiscal Office Assistant position previously budgeted in the Animal Licensing Unit of the Health Department has been transferred to the Human Resources Department. This position previously supported the Animal Licensing Division and the Human Resources Department, both former divisions of the recently disbanded Employee and Public Services Department. The position will continue to provide fiscal support,

including processing of payments and deposits, for the Human Resources Department. In addition, fiscal responsibilities currently assigned to an existing Public Services Specialist will more appropriately be reassigned to the Fiscal Office Assistant.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	70,221	0	0	70,221	1

3. Expansion of Tuition Reimbursement Program

During labor negotiations it was agreed that beginning in FY 2007-08 the County would cover costs of books for employees participating in the Tuition Reimbursement Program. In addition to tuition reimbursement, participants will now be eligible to receive \$25 per course to offset a portion of the cost of their books. It is anticipated that 800 reimbursements will be granted in FY 2007-08. Costs for this program will be covered by the General Fund through a Net County Cost adjustment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	20,000	0	0	20,000	0

4. Reductions in Modified Work Program

The number of positions in the Modified Work Program have been reduced from 19 positions to six positions (all budgeted at .50 FTE). Departments have been using other strategies to meet their employee needs including reassignments and double-filling positions reducing the need to utilize Modified Work positions. The deleted positions include: two Office Assistants, two Medical Office Assistants, three Road Maintenance Workers, one Legal Word Processor, one Food Services Supervisor and one Data Entry Operator. A corresponding reduction in Interfund Revenue from Risk Management Trust Funds has been reflected.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(344,866)	(344,866)	0	0	0	(10)

5. Addition of Recruitment, Class and Compensation Manager Position

One Recruitment, Class and Compensation Manager has been added to oversee the Personnel Services Division. The division provides recruitment services for departments and oversees all class and compensation studies. Currently, all divisions within the Human Resources Department have division managers with the exception of the Personnel Services Division. The department is expanding its workforce planning efforts and strategic partnerships with departments and a manager is needed to oversee this function. Expenditures will be fully offset with revenue received from departmental agreements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
75,000	127,688	(52,688)	0	0	1

6. Benefits Manager Double-Fill

The current Benefits Manager is anticipated to retire in the Spring of 2008. In an effort to ensure a seamless transition, the Benefits Manager position will be double-filled for six months. This will allow for the transfer of knowledge and an opportunity for the new manager to learn about benefits programs, Human Resources services and other County services. The overlapping of this position is keeping with the County's succession planning program. The double-fill will be funded by the General Fund through an Intrafund Transfer from the Non-Departmental Budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	84,938	(84,938)	0	0	0

7. Staffing Adjustments

The Board of Supervisors approved the conversion of one filled Office Specialist to a Human Resources Technician in April 2007. This decision package adds the appropriation to cover increased salary and benefits. The Human Resources Technician was needed to work with two existing Human Resources Technicians to process recruitment materials and conduct generic clerical recruitments. Reductions in existing appropriations will cover the increased salary and benefits costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	12,940	0	0	12,940	1
0	(12,940)	0	0	(12,940)	(1)

8. Human Resources Kiosk

The Human Resources Department will purchase an electronic kiosk that will allow candidates to view and print recruitment materials as well as apply online for County employment. The kiosk will connect to the County's recruitment website which is a web-based application managed by an external vendor. Reductions in existing appropriations will cover costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	8,000	0	0	8,000	0
	(8,000)	0	0	(8,000)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(180,632)	128,112	48,661	(64,940)	292,465	(8)

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

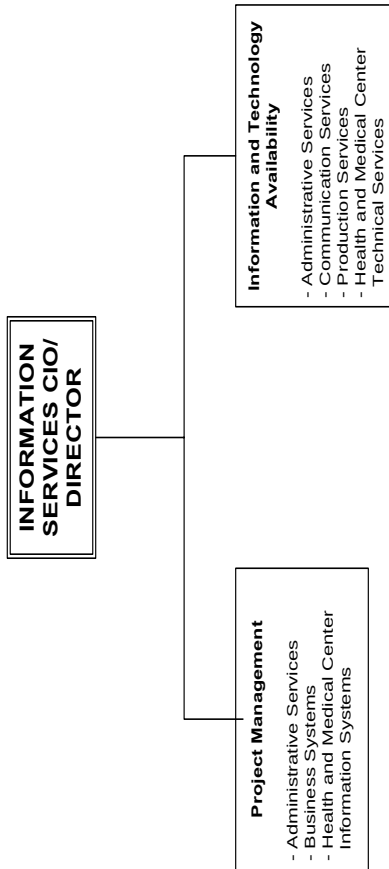
9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; services and supplies have been decreased reflecting the elimination of one-time projects, including the purchase of one kiosk, double-fill of Benefits Manager position, maintenance costs associated with the payroll system and prior year appropriations for succession planning activities. Intrafund Transfers have been reduced to reflect prior year offset for the double-fill of the Benefits Manager position and payroll common maintenance costs. Fund Balance has been reduced, which has been partially offset by an increase in Risk Management and Benefit Trust Fund receipts to cover salary and benefits costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(13,329)	9,267	156,803	0	179,399	0

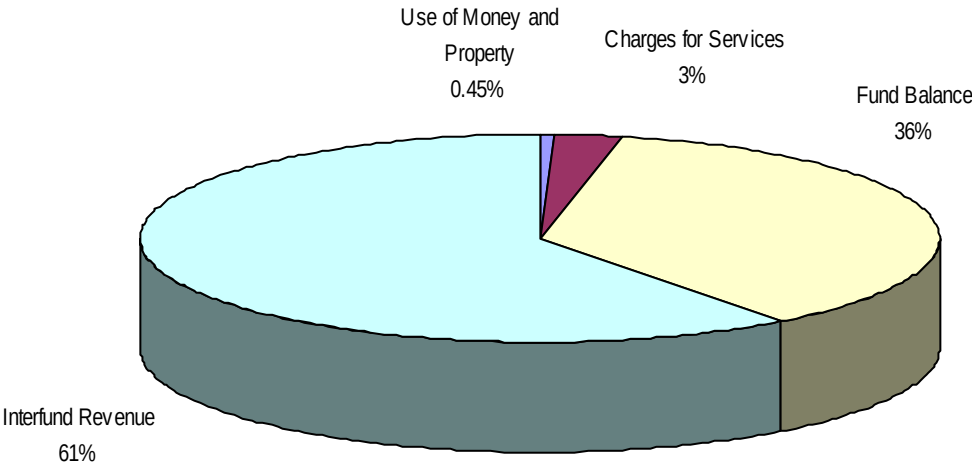
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INFORMATION SERVICES

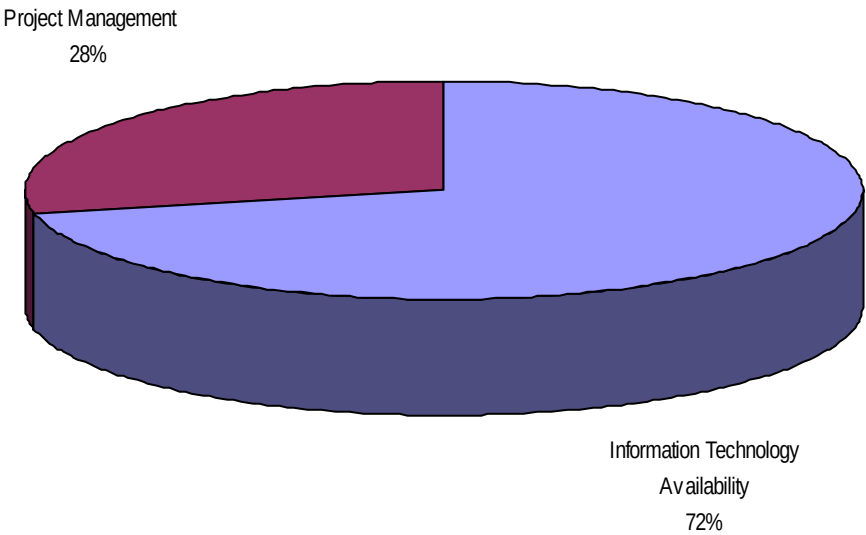


Information Services Department

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements

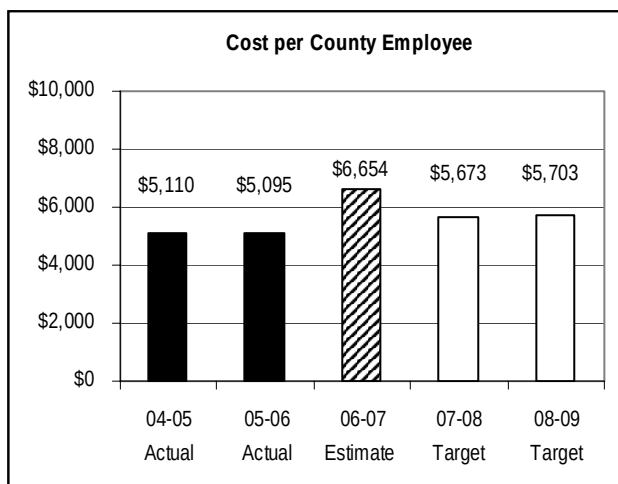
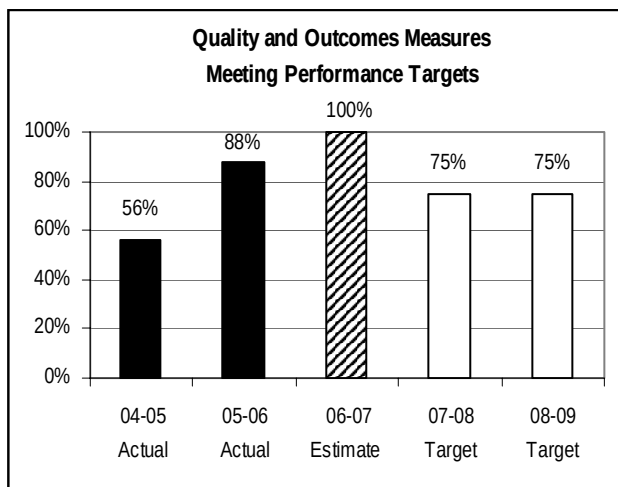


Department Locator

County

Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 Human Resources
 ► **Information Services Department**
 Grand Jury
 Retirement (SamCERA)

Department Measures



Department Mission Statement

The Information Services Department works with all County Departments to build and maintain a robust IT environment in which we develop, implement and share innovative IT solutions to better serve the residents of San Mateo County.

Contributions to Shared Vision 2010

(Fiscal Years 2000 – 2006)

PEOPLE

Realize the Potential of Our Diverse Population

- **Internet Development**

In partnership with the County Manager's Office (CMO), engaged county residents to solicit input resulting in an improved county Internet site, to include increasing the amount of County services available through the Internet and the addition of "Contact Us" pages.

- **San Mateo Medical Center (SMMC) Emergency Department Information System (EDIS)**

Implemented a new Emergency Department Information System for SMMC which replaced an out-dated, non integrated Emergency Department system. The new system provides better clinical documentation, patient discharge instructions and improves Emergency Department workflow. The system also delivers improved billing for hospital services and has significantly reduced the ongoing cost of dictation in the Emergency Department resulting in a 99% reduction in dictation jobs and minutes from the previous system, leading to a savings of over \$165,000 per year in vendor costs.

- **Public Health Lab**

Leveraged the SMMC Invision system to enable SMMC clinics to submit orders to and receive results from the Public Health Labs electronically. This project eliminated paper requests from the clinics, integrated the results from Public Health Lab into clinic workflow and increased accuracy with the utilization of the new bar coding label.

PLACE

Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- **County Geographic Information System (GIS)**

Published a GIS Strategic Plan for the County providing a road map for future GIS activities. Key to the GIS road map is parcel information available on the Internet to facilitate land use decisions.

- **SamTrans Radio Systems Support**

Provided maintenance, repair and communication consulting services to SamTrans for their radio systems. This includes providing solutions for SamTrans' wireless data systems, and

providing support in the development of the communications section of their disaster recovery plan.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **Health Care Interpreter Network (HCIN)**

Provided the video and telephone technology allowing SMMC to join the HCIN, which links San Mateo Medical Center to a multi – county interpreter call management system. The HCIN allows medical center care providers and their patients improved access to trained medical interpreters through a combination of these video and telephone technologies.

- **Countywide IT Collaboration**

In an effort to promote a cross-departmental and countywide IT perspective, ISD chaired several IT committees including IT Standards, CJIS Executive Committee and GIS Steering Committee. This effort represents a partnership with all County Departments, resulting in improved IT coordination.

- **Managing IT Expense**

Partnered with multiple County departments to leverage the combined purchasing power of the County to reduce the cost of software including Oracle Database software and anti-virus software.

Major Accomplishments in FY 2006-07

Responsive, Effective and Collaborative Government

- Adopted an Information Technology Strategic Plan (ITSP) for the County thereby providing clearer direction for IT decisions as well as establishing an IT Oversight Committee.
- Implemented the Automated Time Keeping System (ATKS) automating the time capture and time card processes for 6,000 staff resulting in time savings and increased accuracy.
- Developed the San Mateo County Directory, an electronic Rolodex of all County staff and departments, improving access to County staff and departments.
- Installed a video conferencing backbone resulting in improved meeting participation and reduced travel time.

Major Issues to be Addressed

- **Workload Concerns**—Maintaining IT standardization during anticipated increase in IT activity countywide.
- **Staffing**—Retaining and attracting qualified IT staff in a rebounding IT marketplace.
- **Staffing**—Matching ISD staff to the diverse Departmental IT projects.
- **Managing Mainframe Retirement**—Restructuring the ISD budget due to mainframe retirement.

Key Department Initiatives

1. Applicable Client Record Search (ACRS)

Major Issues to be Addressed:

- Multiple County departments currently have data stores containing client data, or are currently implementing a data warehouse, and these data warehouses are not currently interoperable.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goal:

- Provide Countywide client coordination and Countywide reporting

Objective:

- By the end of FY 2008-09, increase the number of interoperable data warehouses in the County by 100%

Major Milestones:

- Implement the ACRS architecture between the Health Department and the Human Services Agency (January 2008)
- Extend the ACRS architecture to other departmental data warehouses (January 2008)

Partners:

- County Manager's Office
- Health Department
- Human Services Agency

FY 2007-08 Budget Impact:

ISD's non-departmental budget includes \$1,750,000 for the implementation of ACRS between the Health Department and the Human Services Agency.

2. Ease of Computing

Major Issues to be Addressed:

- The number of business application in the County is increasing. The user interface for business application is not standardized, and, logging in to multiple business applications is complicated and time consuming.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goal:

- To simplify the use of business computing applications

Objective:

- To continue simplifying the use of additional business computing applications

Major Milestones:

- Install primarily browser based business applications (Ongoing)
- Develop a biometric solution to facilitate log ins (January 2008)
- Develop a Single Sign On (SSO) solution (March 2008)

Partners:

- All County departments

FY 2007-08 Budget Impact:

ISD's non-departmental budget includes \$250,000 for Phase I of this project, which includes implementing the infrastructure and the pilot for the countywide biometric solution.

Other Significant Objectives by Program

The Information Services Department includes the following programs:

- Information and Technology Availability
- Project Management

The following program priorities will significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

Information and Technology Availability

- Continue to develop support staff capable of managing a complex network computing environment

Project Management

- Continue to add automation tools and staff, and enhance project management skills through ongoing training

Information Services Department (1800B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	86,897	83,927	88,060	92,926	4,866	92,926
Charges for Services	1,410,898	650,789	546,773	603,855	57,082	603,855
Interfund Revenue	9,848,332	11,137,364	14,271,676	12,368,305	(1,903,371)	12,368,305
Miscellaneous Revenue	23,163	93,639				
Total Revenue	11,369,291	11,965,718	14,906,509	13,065,086	(1,841,423)	13,065,086
Fund Balance	4,314,614	5,512,150	10,529,483	7,453,111	(3,076,372)	4,211,918
TOTAL SOURCES	15,683,905	17,477,868	25,435,992	20,518,197	(4,917,795)	17,277,004
REQUIREMENTS						
Salaries and Benefits	14,727,358	14,946,425	17,772,757	20,262,428	2,489,671	21,007,012
Services and Supplies	18,077,853	20,629,774	25,419,325	24,607,431	(811,894)	20,677,880
Other Charges	1,013,431	1,000,432	1,178,967	1,246,924	67,957	1,246,924
Fixed Assets	388,803	2,074,909	3,383,628	2,875,000	(508,628)	500,000
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
Gross Appropriations	34,494,524	38,937,328	48,078,677	49,315,783	1,237,106	43,755,816
Intrafund Transfers	(24,179,326)	(31,988,943)	(29,080,796)	(33,009,504)	(3,928,708)	(31,214,892)
Net Appropriations	10,315,199	6,948,385	18,997,881	16,306,279	(2,691,602)	12,540,924
Contingencies/Dept Reserves	5,368,706	10,529,483	6,438,111	4,211,918	(2,226,193)	4,736,080
TOTAL REQUIREMENTS	15,683,905	17,477,868	25,435,992	20,518,197	(4,917,795)	17,277,004
AUTHORIZED POSITIONS						
Salary Resolution	135.0	132.0	141.0	154.0	13.0	154.0
Funded FTE	134.1	131.1	139.4	153.1	13.6	153.1

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$4,917,795 or 19.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Use of Money and Property

There is a net increase of \$4,866 in this funding source due to annual increases in lease agreements for use of radio sites, which offsets decreases in public telephone concessions.

Charges for Services

There is an increase of \$57,082 in this funding source due to projected increases in charges for radio services.

Interfund Revenue

There is a net decrease of \$1,903,371 in this funding source due to the elimination of one-time project costs and revenues for San Mateo Medical Center (SMMC) information technology projects as well as decreased application support provided to the Courts.

Fund Balance

There is a decrease of \$3,076,372 in this funding source due to the expected completion of projects funded through Reserves or Fund Balance that was carried forward to FY 2006-07 from FY 2005-06. These projects include mainframe elimination activities, telephone system upgrades and e-Gov upgrades.

TOTAL REQUIREMENTS

Total Requirements decreased by \$4,917,795 or 19.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,489,671 in this expenditure category due to negotiated labor increases, merit increases, various benefit changes and the addition of 13 positions (one Relationship Manager, eleven Systems Engineers, and one Office Assistant).

Services and Supplies

There is a net decrease of \$811,894 in this expenditure category due to the elimination of one-time projects including mainframe elimination activities, SMMC technology projects, the Automated Time Keeping System (ATKS), and the FileNet upgrade. Decreases partially offset increases in contractor costs to provide short term staffing, vendor costs for countywide IT initiatives and the transfer of two contracts from the Health Department to Information Services.

Other Charges

There is an increase of \$67,957 in this expenditure category due to increases in costs for county rents and leases.

Fixed Assets

There is a net decrease of \$508,628 in this expenditure category due to the elimination of one-time expenditures including server replacements, hardware for ATKS, telephone system upgrades, and equipment for SMMC projects. These increases are partially offset by the completion of planned infrastructure improvements as well as the elimination of one-time costs for hardware for countywide IT initiatives.

Intrafund Transfers

There is an increase of \$3,928,708 in this expenditure category due to planned countywide IT initiatives as well as increased involvement with county IT projects. This increase is partially offset with the elimination of reimbursements for one-time projects including ATKS and other completed countywide initiatives.

Contingencies/Departmental Reserves

There is a decrease of \$2,226,193 in this expenditure category due to the planned use of Reserves to fund infrastructure improvements and provide rate stability during the mainframe elimination project. These decreases are partially offset by planned contributions through ISD service charges. The balance in Reserves represents 25.8% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$3,885,792.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$3,241,193 or 15.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Fund Balance

There is a decrease of \$3,241,193 in this funding source due to the expected completion of projects funded through Reserves or Fund Balance that was carried forward to FY 2007-08 from FY 2006/07. These projects include mainframe elimination activities, telephone system and network infrastructure upgrades.

TOTAL REQUIREMENTS

Total Requirements decreased by \$3,241,193 or 15.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$744,584 in this expenditure category due to negotiated labor increases, merit increases, and various benefit changes.

Services and Supplies

There is a decrease of \$3,929,551 in this expenditure category due to the elimination of one-time projects including mainframe activities and countywide initiatives.

Fixed Assets

There is a decrease of \$2,375,000 in this expenditure category due to the elimination of one-time projects including countywide initiatives, telephone system upgrades and network infrastructure upgrades.

Intrafund Transfers

There is a decrease of 1,794,612 in this expenditure category due to the expected completion of one-time projects including countywide initiatives.

Contingencies/Departmental Reserves

There is an increase of \$524,162 in this expenditure category due to planned contributions through ISD service charges. The balance in Reserves represents 37.8% of Net Appropriations, which exceeds the 2% County Reserves Policy requirement by \$4,485,262.

Information and Technology Availability (1830P)

Program Locator

County

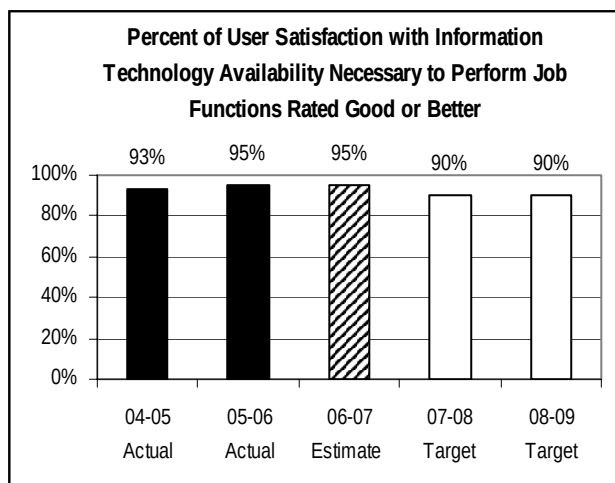
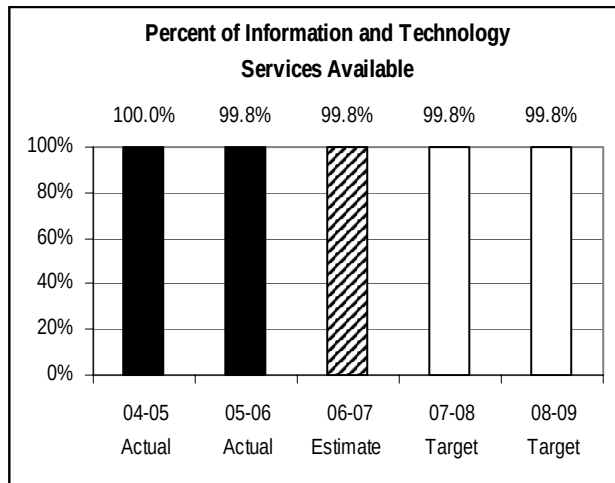
Administration and Fiscal

Information Services Department

▷ **Information and Technology Availability**

Project Management

Headline Measures



Program Outcome Statement

The Information and Technology Availability Program monitors the availability of Information Technology (IT) services including e-mail, voice, data and radio networks, file servers and the eGov environment. Based on the monitored results, changes may be made to ensure high availability of IT services to all County Departments as well as County residents.

Services and Accomplishments

The Information and Technology Availability Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by assisting the County and local governments to effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Currently, the Program monitors and maintains over 400 high volume devices including network appliances and department file servers. These high volume network devices support over 6,600 end-point computing devices. Through an integrated support center, customer's issues and requests are addressed in an orderly and organized fashion. All issues are managed by the support team and are documented and available to County departments through knowledge base software.

The following are major accomplishments in the current year:

- Met or exceeded all program availability goals.
- Started the countywide project of upgrading to the latest generation of telephone switching software thereby extending the useful life of current telephone hardware while providing the foundation for convergent technologies to include Voice over Internet Protocol (VoIP).
- Installed a network traffic management protocol that will allow the county network to support voice, data and video into the future.
- Appointed an IT Security Officer to proactively combat digital threats and to support all county staff.
- Migrated the Redwood City Data Center user community to a pods environment improving space utilization and serviceability.

Story Behind Performance

Providing the County with a high availability network computing environment is a result of both effective design and staff depth. First, we have designed the County's network computing environment to have no single point of failure. This design approach allows for equipment outages without disconnecting users from the County network computing environment. Integrated into this design is the use of adaptive technologies that fail-over automatically if a component of the network computing environment fails. Also integrated into our network computing environment is an automated notification system to dispatch support staff as soon as trouble is recognized.

Secondly, through training, rotational job assignments and mentoring, we have created staff depth within the work unit that is responsible for providing the County with a high availability network computing environment. As a result, the availability of support staff does not fall below acceptable levels regardless of vacation and sick time.

Major challenges over the next two years will be:

- To maintain 99.8% availability while implementing new communication technologies
- To retire the County mainframe
- To managing the emerging infrastructure while maintaining legacy systems

Program Objectives

The Information and Technology Availability Program will meet performance targets by doing the following:

Maintain 99.8% Availability Across the County IT Infrastructure

- Continue to develop support staff capable of handling network, PC and file server support calls
- Assess and improve the level of fault tolerance on the public safety communication networks to ensure high level of availability in the event of a disaster
- Replace end of life network equipment
- Increase the level of IT standardization thereby simplifying support

Implement VoIP to Ensure Manufacturers' Support in Out Years

- Establish Voice over IP technologies on the County's wide area communication infrastructure
- Update the County's cabling infrastructure to support emerging communication technology including Voice over IP

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of County IT end-point devices:					
- Voice	5,830	7,935	8,000	8,000	8,000
- Radio	1,700	1,700	1,800	1,900	1,900
- Computers/Printers	5,629	6,037	6,300	6,300	6,300
Security Measure					
- Number of incoming e-mail viruses blocked	58,328	88,955	88,000	75,000	75,000
- Number of spam messages blocked	547,108	1,120,166	1,200,000	1,200,000	1,200,000
Help Desk Call Volume	9,363	16,857	20,000	20,000	20,000
How Well We Do It (Quality)					
Percent of Help Desk calls responded to within Service Level commitments ⁽¹⁾					
- Emergency calls	100%	100%	100%	100%	100%
- Critical calls	100%	100%	100%	100%	100%
- High calls	100%	100%	100%	100%	100%
- Routine calls	100%	100%	100%	100%	100%
Technology to PC maintenance ratio (ISD supported PC's only)	1: 300	1: 250	1: 250	1: 250	1: 250
Percent of IT devices and applications meeting availability goals					
- Network devices	100%	96%	95%	95%	95%
- File servers	100%	99%	98%	98%	98%
Is Anyone Better Off? (Outcome)					
Number of unplanned, unscheduled major outages	0	3	3	3	3
Percent of time information and technology services are available ⁽²⁾	100%	99.8%	99.8%	99.8%	99.8%
Percent of user satisfaction with information technology availability necessary to perform job functions rated as good or better	93%	95%	95%	90%	90%

⁽¹⁾ The response time stated in the Service Level commitment varies by type of call.

⁽²⁾ This is the amount of time the IT environment is available to all County Departments allowing all staff to conduct their business.

Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	77.0	74.0	76.0	79.0	3.0	79.0
Funded FTE	76.3	73.1	75.1	78.1	3.0	78.1
Total Requirements	19,017,225	23,658,447	16,258,674	14,691,405	(1,567,269)	11,384,050
Total Sources	6,582,087	7,573,478	16,258,674	14,691,405	(1,567,269)	11,384,050
Net County Cost	12,435,138	16,084,969				

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases, transfer of one position to the Project Management program; decreases due to project completions; deletion of one-time equipment purchases; increase in vendor costs for software and hardware maintenance; contributions to Reserves for equipment replacement; increased service charges from other departments; County-owned facility rental charges, including debt service for the Youth Services Center; and decreased reimbursement from other departments as a result of completed projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,567,269)	(1,545,584)	(479,685)	458,000	0	(1)

2. Staffing Requirements

The addition of four positions will support program performance measures by having skilled resources available for customer IT needs. Three positions have been added for server, desktop and telephone support and one position has been added to help manage infrastructure projects. These costs will be fully offset through service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	488,144	(488,144)	0	0	4

3. Infrastructure Replacements and Improvements

Planned infrastructure replacements and improvements will support program performance measures by replacing equipment that has reached end-of-life with equipment and systems that will support future technologies. Reserves will fully offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,285,000	0	(1,285,000)	0	0

4. Mainframe Elimination Project

The mainframe elimination project supports program performance measures and Departmental initiatives by providing a phased approach to migrating off legacy architecture. Reserves are available to provide rate stability to Departments whose applications remain on the County mainframe during FY 2007-08.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	1,465,355	(1,465,355)	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,567,269)	227,560	497,526	(2,292,355)	0	3

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; decreases due to project completions; deletion of one-time equipment purchases; and contributions to reserves for equipment replacement.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,307,355)	(1,924,492)	(1,840,863)	458,000	0	0

Project Management (1840P)

Program Locator

County

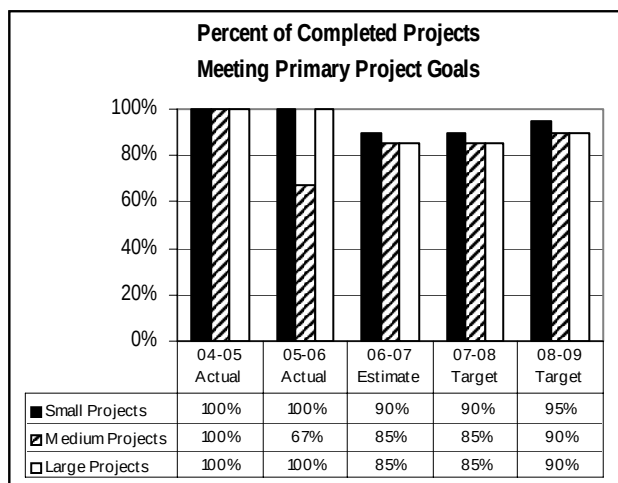
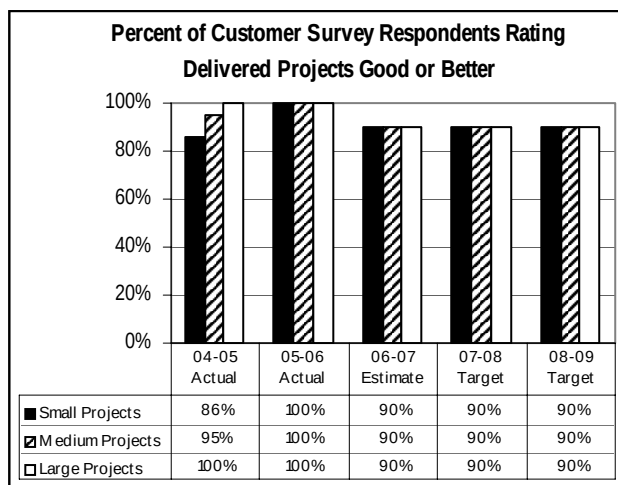
Administration and Fiscal

Information Services Department

Information and Technology Availability

► Project Management

Headline Measures



Program Outcome Statement

The Project Management Program assists all County departments in achieving desired program outcomes by providing quality Information Technology (IT) solutions, project planning, prioritization, coordination, facilitation and implementation services.

Services and Accomplishments

The Project Management Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing support for a broad range of IT services, including application analysis and development, communications systems design and implementation, desktop and file server installation as well as maintenance and the management of environments that deliver IT services. The Program's purpose is to manage the provision of these services for the County through effective and efficient planning, monitoring and coordination.

The following are major accomplishments in the current year:

- Surpassed customer satisfaction performance targets.
- Expanded the County Digital Radio Network to include the Redwood City Police Department
- Expanded the Relationship Manager program by developing and adding staff
- Established a contingency staffing contract thereby reducing the startup time for projects
- Completed several large projects:
 - Installed a video conferencing backbone
 - Installed a Learning Center Management System
 - Implemented the first iteration of a data warehouse for the Health Department
 - Developed the architecture to facilitate countywide interoperability of data stores (ACRS)
- Continued to enhance the Project Management Program by pursuing staff certification in Project Management Institute (PMI) methodology

Story Behind Performance

Fiscal Year 2006-07 is the fourth year that ISD staff and County departments have been using this Program. While there have been improvements to the systems supporting this program, the measures themselves have not changed. This program continues to show benefits including increased consistency and quality of project materials as well as high customer satisfaction. Based on customer survey responses received during the first six months of FY 2006-07, performance targets have been surpassed for both headline measures; Customer Satisfaction and Projects Meeting Primary Project Goals. This was achieved by continued emphasis on 'Service Excellence', an internal initiative that recognizes ISD staff providing services above agreed upon service levels. We also

believe there will be long term benefit by providing Project Management Institute (PMI) training and certification for appropriate staff in lieu of a PMI review.

A key element of this program is to identify, promote and provide IT leadership for cross-departmental projects. An example of this is the joint Assessor-Health Department initiative for an online death certificate database, which has a direct impact on public services. Another example is the daily list generated of Maguire Correctional Facility inmates who are also Health Department clients. This helps ensure appropriate continuity of care for these inmates.

Major challenges over the next two years will be:

- To manage an increase in the amount of large IT Projects while maintaining our performance levels
- To retain and attract qualified IT staff in a rebounding IT marketplace

Program Objectives

The Information Technology Project Management Program will meet performance targets by doing the following:

At Least 95% of IT Projects will Follow Established Project Management Procedures:

- Continue to refine the Project Management program processes and procedures
- Continue to add automation tools and enhance skills through training

At Least 80% of IT Projects will be Completed on Time and Within Budget:

- Manage projects by setting realistic project time lines and budget, and ensuring that clear change control and scope management procedures are established and practiced
- Consistently follow ISD Project Management processes and procedures

Achieve at Least 90% Rate of Completed Projects Meeting Project Goals:

- Continue to work with departments to identify, clarify and document project goals
- Identify for customers when project scope deviates from defined project goals

Achieve at Least 90% Good or Better Customer Satisfaction Rating for Completed Projects:

- Continue to promote the value, importance and benefits of following Project Management processes
- Provide customer departments services above agreed upon service levels

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2007-08 Target
What/How Much We Do					
Number of IT projects completed (projects/ activities)	82	86	80	80	80
Number of IT Projects in progress	126	148	75	75	75
How Well We Do It (Quality)					
Percent of IT projects that follow established Project Management procedures (S, M & L) ⁽¹⁾	95% / 94% / 100%	98% / 100% / 80%	95% / 95% / 95%	95% / 95% / 95%	95% / 95% / 95%
Percent of IT projects that are completed on time (S, M & L) ⁽¹⁾	79% / 84% / 80%	87% / 80% / 80%	85% / 80% / 75%	85% / 85% / 80%	85% / 85% / 80%
Percent of IT projects that are completed within budget (S, M & L) ⁽¹⁾	90% / 79% / 90%	89% / 80% / 60%	90% / 85% / 80%	95% / 90% / 85%	95% / 90% / 85%
Is Anyone Better Off? (Outcome)					
Number of projects that are cross-departmental	12	15	10	10	10
Percent of completed projects meeting project goals (S, M & L) ^{(1) (2)}	100% / 100% / 100%	100% / 67% / 100%	90% / 85% / 85%	95% / 90% / 90%	95% / 90% / 90%
Percent of customer survey respondents rating satisfaction with delivered projects as good or better (S, M & L)	86% / 95% / 100%	100% / 100% / 100%	90% / 90% / 90%	90% / 90% / 90%	90% / 90% / 90%

⁽¹⁾ S, M and L indicates the size of the project: small, medium and large. This differentiation is needed because as the size of the project increases so can the risk.

⁽²⁾ Project goals are described in the project proposal document that the customer approves before a project moves forward.

Project Management (1840P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	58.0	58.0	65.0	75.0	10.0	75.0
Funded FTE	57.8	58.0	64.3	75.0	10.6	75.0
Total Requirements	(3,333,320)	(6,180,579)	9,177,318	5,826,792	(3,350,526)	5,892,954
Total Sources	9,101,818	9,904,390	9,177,318	5,826,792	(3,350,526)	5,892,954
Net County Cost	(12,435,138)	(16,084,970)				

Program Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenues from charges to users.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes and negotiated labor increases; transfer of one position from the Technology Availability program; decreases due to project completions; deletion of one-time equipment purchases; increase in Reserves for equipment replacement; increased service charges from other departments; County-owned facility rental charges, including debt service for the Youth Services Center; and decreased reimbursement due to decreased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,350,526)	(5,016,726)	1,600,038	66,162	0	1

2. Staffing Requirements

Additional positions will support program performance measures and Departmental initiatives by staffing to meet the short and long term need for IT resources. Nine new permanent positions and seven contractors for one-time or short term projects have been added. Costs will be fully offset by service charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,246,721	(2,246,721)	0	0	9

3. Countywide IT Projects

Countywide initiatives support ISD's departmental goals by implementing a data-store interoperability solution for the Applicable Client Record Search (ACRS) project; implementing the infrastructure for a biometric login solution; conducting an Enterprise Resource Planning (ERP) study; and building consensus with public safety officials countywide on the value of a regional move to 700 Mhz radio frequencies. Included also is the transfer of two IT contracts from the Health Department for ISD project management.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	3,779,551	(3,779,551)	0	0	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,350,526)	1,009,546	(4,426,234)	66,162	0	10

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; decreases due to project completions; deletion of one-time equipment purchases; increase in reserves for equipment replacement; and decreased reimbursement due to decreased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
66,162	(3,635,475)	3,635,475	66,162	0	0

Grand Jury (1920B)

Budget Unit Locator

County

Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 Human Resources
 Information Services Department

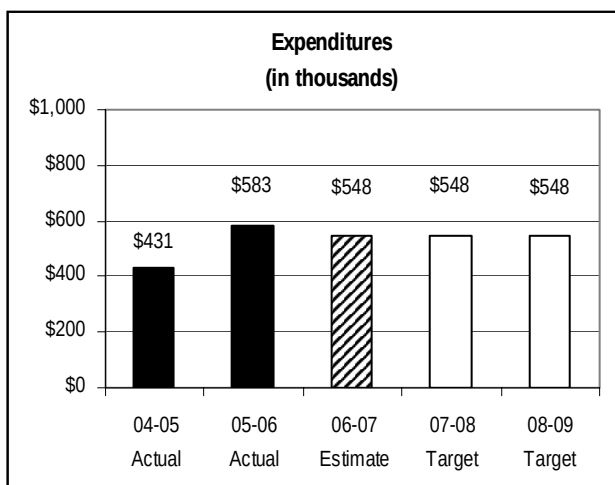


Grand Jury

Retirement (SamCERA)

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.



Net County Cost

The portion of this program's FY 2007-08 Recommended Budget that is funded by the General Fund or Net County Cost (NCC) is \$547,968 or 85.0%. Of this amount, 100% includes Mandated Services with no specified maintenance-of-effort (MOE) requirements.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increased negotiated labor and benefits costs. The current contract for financial audit services with Macias, Gini and Company LLP has been reduced by \$9,533 and the per diem cost for jurors has been increased by \$9,533.

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

FY 2008-09 Funding Adjustments

No change.

Grand Jury (1920B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Interfund Revenue			82,056	82,056		82,056
Total Revenue			82,056	82,056		82,056
Fund Balance	32,064	32,056				
TOTAL SOURCES	32,064	32,056	82,056	82,056		82,056
REQUIREMENTS						
Salaries and Benefits	58,765	46,494	72,039	72,039		72,039
Services and Supplies	371,919	535,416	465,729	465,729		465,729
Other Charges	671	1,503	10,200	10,200		10,200
TOTAL REQUIREMENTS	431,356	583,413	547,968	547,968		547,968
NET COUNTY COST	399,292	551,357	465,912	465,912		465,912

Retirement Office (2000B)

Budget Unit Locator

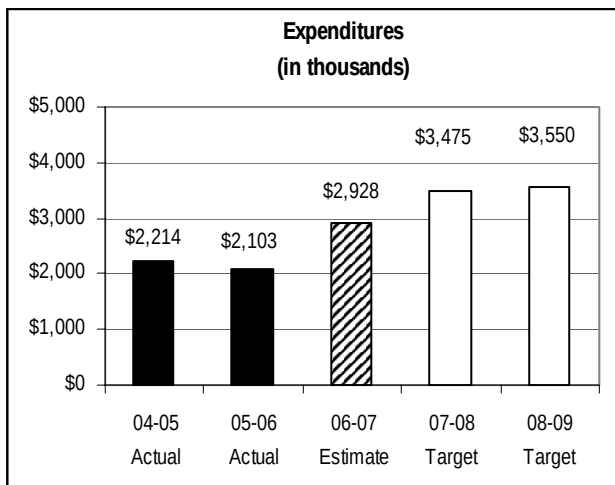
County

Administration and Fiscal
 Board of Supervisors
 County Manager/Clerk of the Board
 Assessor-County Clerk-Recorder
 Controller's Office
 Treasurer-Tax Collector
 County Counsel
 Human Resources
 Information Services Department
 Grand Jury

► Retirement (**SamCERA**)

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.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Operational expenses are fully offset by transfers from the Retirement Fund.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases; scheduled negotiated labor increases; adjustments in contract expenses; and adjustments to County inter-departmental charges.

Revenue/Sources	547,315
Appropriations	547,315
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: inclusion of merit increases; scheduled negotiated labor increases; and adjustments to County inter-departmental charges.

Revenue/Sources	74,714
Appropriations	74,714
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	2,213,758	2,102,888				
Other Financing Sources			2,927,828	3,475,143	547,315	3,549,857
TOTAL SOURCES	2,213,758	2,102,888	2,927,828	3,475,143	547,315	3,549,857
REQUIREMENTS						
Salaries and Benefits	1,389,482	1,345,842	1,740,328	2,064,200	323,872	2,138,914
Services and Supplies	771,093	705,651	952,500	1,170,112	217,612	1,170,112
Other Charges	53,183	51,395	135,000	140,831	5,831	140,831
Fixed Assets			100,000	100,000		100,000
Gross Appropriations	2,213,758	2,102,888	2,927,828	3,475,143	547,315	3,549,857
TOTAL REQUIREMENTS	2,213,758	2,102,888	2,927,828	3,475,143	547,315	3,549,857
AUTHORIZED POSITIONS						
Salary Resolution	13.0	13.0	16.0	16.0		16.0
Funded FTE	13.0	13.0	14.8	16.0	1.2	16.0

Criminal Justice



Recommended Budget

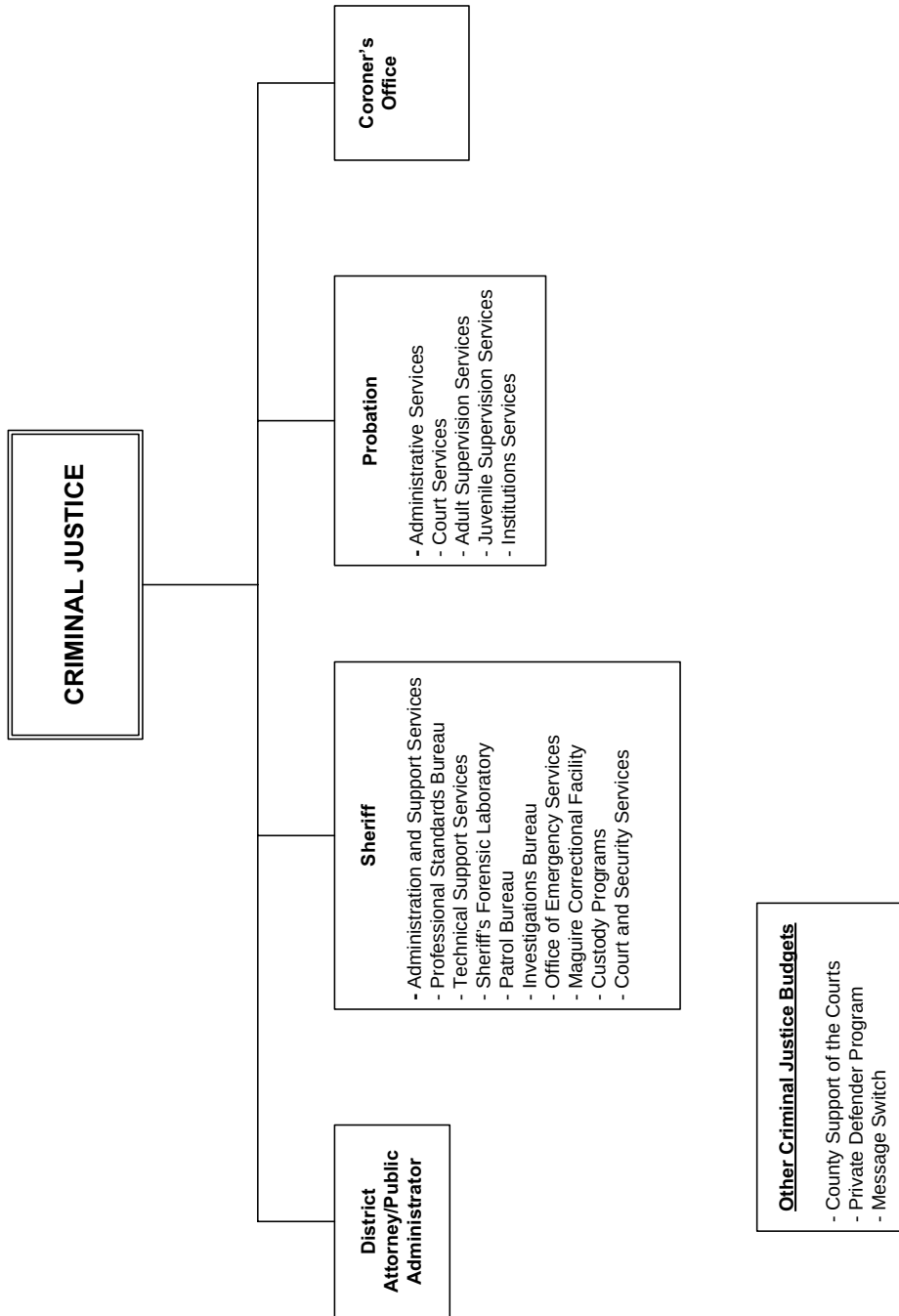
FY 2007-08

FY 2008-09



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

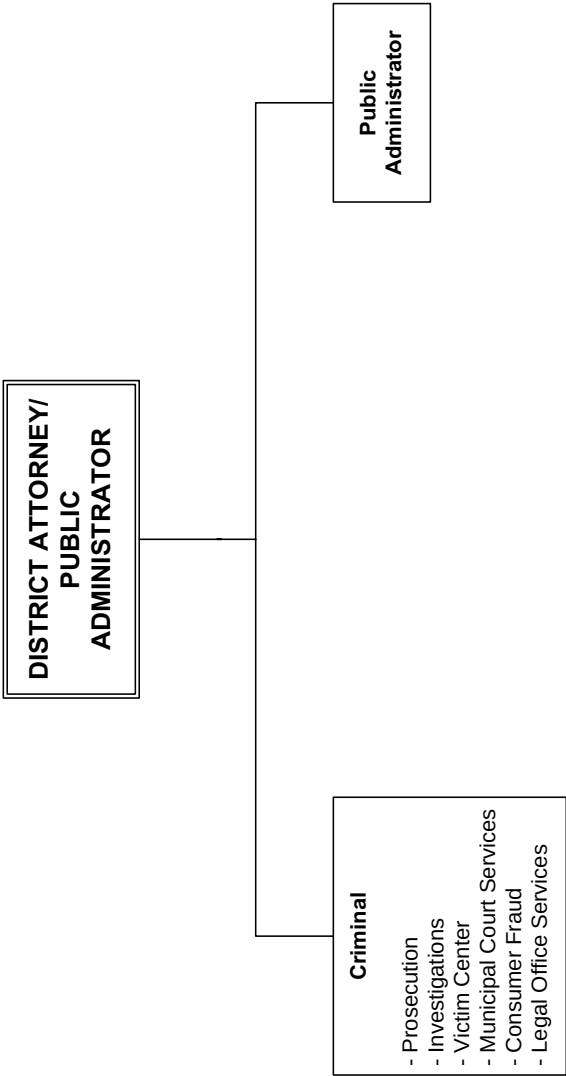
CRIMINAL JUSTICE



Criminal Justice Agency
FY 2007-08 and 2008-09 All Funds Summary

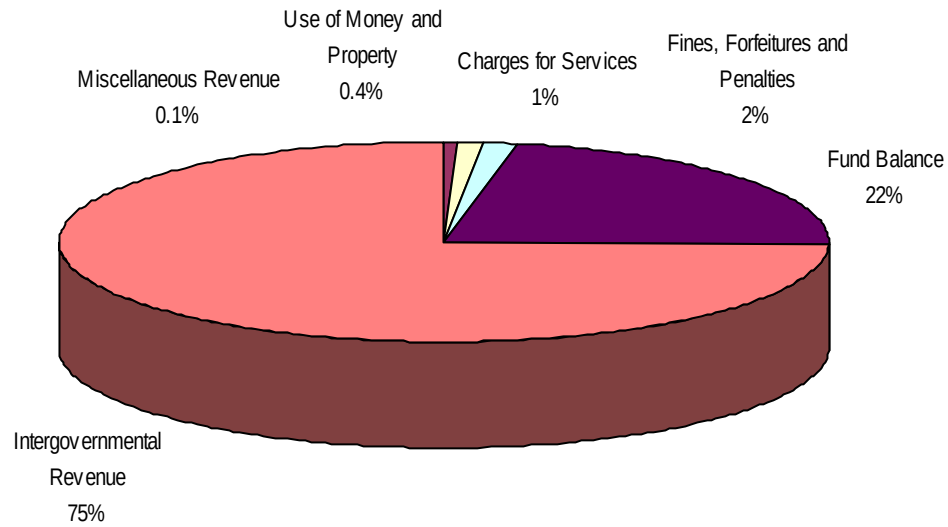
Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
District Attorney/Public Administrator	21,092,586	20,901,475	23,210,434	23,406,745	196,311	24,195,192
County Support of the Courts	22,253,474	21,066,814	21,244,733	22,079,012	834,279	22,079,012
Private Defender Program	12,257,336	12,992,777	14,525,742	15,242,382	716,640	15,850,705
Sheriff's Office	109,176,654	114,964,409	132,676,161	134,908,808	2,232,647	139,602,121
Message Switch	965,087	1,060,056	1,112,469	920,758	(191,711)	982,041
Probation Department	52,244,846	55,318,123	64,513,299	68,773,820	4,260,521	71,096,938
Coroner's Office	2,506,111	2,577,931	2,733,201	2,779,906	46,705	2,819,654
Total General Fund	220,496,094	228,881,585	260,016,039	268,111,431	8,095,392	276,625,663
Total Requirements	220,496,094	228,881,585	260,016,039	268,111,431	8,095,392	276,625,663
Total Sources	127,759,268	124,544,874	132,382,546	130,744,944	(1,637,602)	130,854,633
Net County Cost	92,736,826	104,336,711	127,633,493	137,366,487	9,732,994	145,771,030
AUTHORIZED POSITIONS						
Salary Resolution	1,155.0	1,221.0	1,235.0	1,246.0	11.0	1,255.0
Funded FTE	1,131.1	1,189.7	1,219.4	1,232.5	13.2	1,241.5

**DISTRICT ATTORNEY/
PUBLIC ADMINISTRATOR**

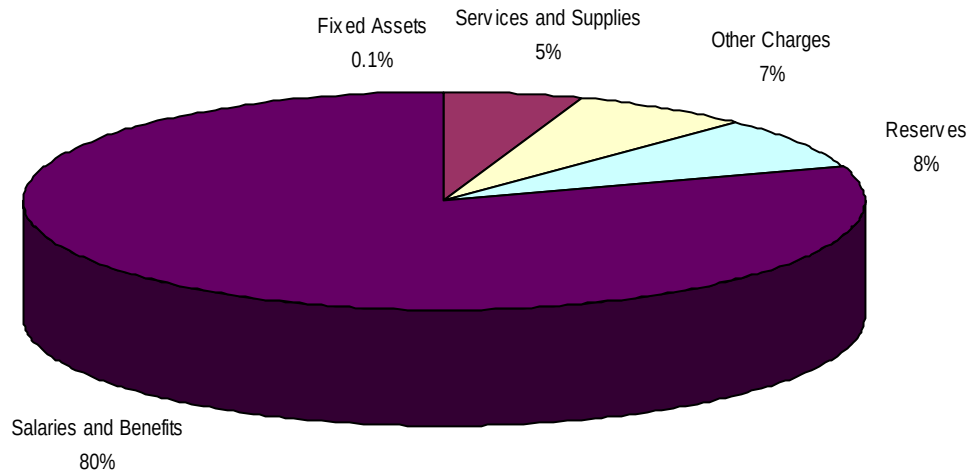


District Attorney/Public Administrator

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Criminal Justice

▷ District Attorney's Office

County Support of the Courts

Private Defender Program

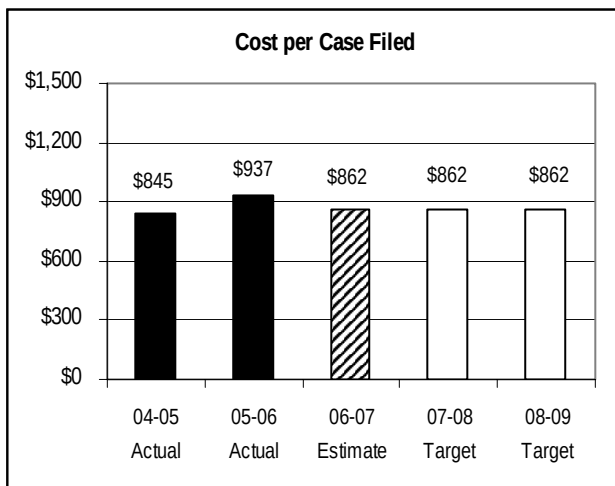
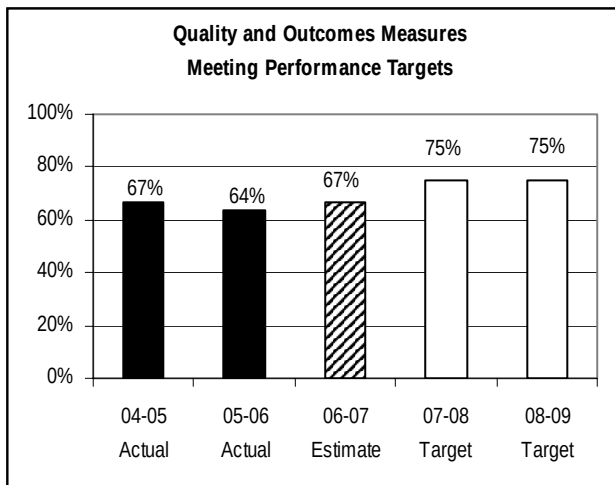
Sheriff's Office

Message Switch

Probation Department

Coroner's Office

Department Measures



Department Mission Statement

San Mateo County District Attorney/Public Administrator's Office serves the people of the State of California by prosecuting adult and juvenile offenders, enforcing consumer and environmental laws, administering decedent estates, providing legal and investigative support to other law enforcement agencies and disseminating public information about law enforcement while ensuring public safety and accountability for criminal conduct.

Contributions to Shared Vision 2010 (FY 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

- **Victim Center**

Incorporated the Victim Center into the District Attorney's Office to serve approximately 3,540 victims of crime annually

- **Gang Prosecution**

Continue to provide specialized training for four Deputy District Attorneys who are successfully prosecuting gang cases and added three Deputy District Attorneys to vertically prosecute gang-related crimes

- **Elder Abuse Prosecution**

Assigned dedicated Deputy District Attorney to prosecute elder abuse crimes

PARTNERSHIPS

Responsive, Effective and Collaborative Government

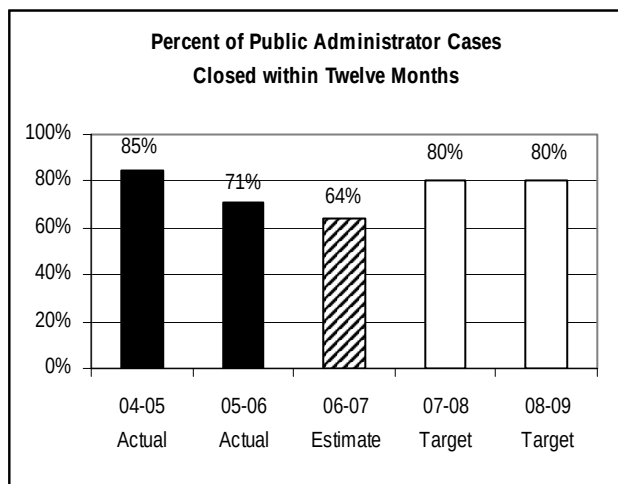
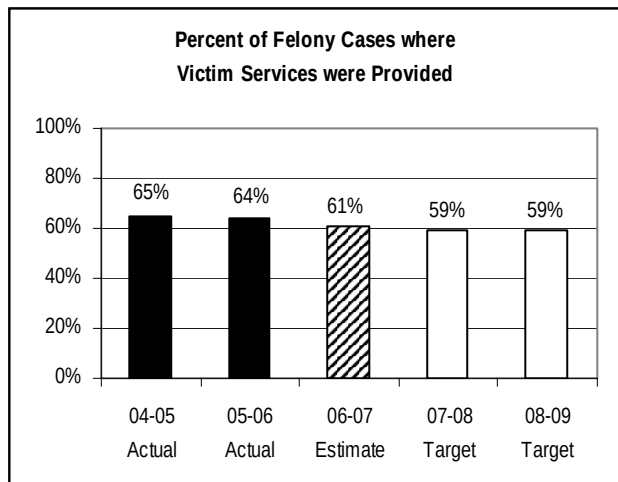
- **Countywide Gang Suppression Task Force**

Continue collaborative efforts with law enforcement partners to successfully investigate and prosecute gang related cases

- **Criminal Justice Information System (CJIS) migration**

Continue partnership with the Courts, Probation Department, Sheriff's Office, and Information Services Department to ensure the successful migration of the Criminal Justice Information System (CJIS) off the County mainframe

Headline Measures



Services and Accomplishments

The District Attorney's Office contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by prosecuting felony and misdemeanor crimes committed in San Mateo County as well as County ordinance violations and juvenile cases. The office advises and conducts investigations for the Criminal Grand Jury and conducts investigations of welfare fraud, theft, embezzlement and other cases pending trial. The office initiates legal actions to prohibit unfair business practices; handles water pollution, hazardous waste and similar cases; and serves as the Public Administrator in the probate of estates. The Victim's Center provides financial, emotional, social and other assistance to victims of reported crimes.

The following are major accomplishments in the current year:

- Increased the number of Deputy District Attorneys assigned exclusively to prosecute gang cases from one to three. The result is a formalized gang prosecution unit instead of a single specialized assignment.

- Continued identity theft outreach throughout the community. Updated the training DVD to be implemented into training sessions or as a stand alone training tool for the law enforcement community
- Increased restitution for financial elder abuse cases referred by the Public Guardian's Office as a result of successful prosecution

Story Behind Performance

Since the Victim Center became a division of the District Attorney's Office in February 2002, direct services to victims have been greatly enhanced. Notable areas include the immediate availability of advocates to answer victim's questions regarding the criminal justice system and/or the court process, assisting direct victims and/or their surviving family members with Victim Impact Statements, and providing court escort/support. Having the program advocates housed within the Administrative Offices of the District Attorney (RWC), and adjacent to the District Attorney's Office (SSF), has provided victims with the ability to resolve many of their legal needs and seek assistance, all in one building. A high increase in the percent of felony cases where victim services are provided is not anticipated because victims have the option and often choose to decline available services.

In 2006, there were younger gang members being convicted of increasingly serious crimes with many members serving prison time, including life sentences, and becoming "third strikers" before the age of 21; an increase in the number of gang members in possession of firearms, and who consequently received enhanced sentences as a result; more gang presence on the Internet – particularly MySpace – which, apparently unwittingly to gang members, generates a vast array of information and exhibits which are used at trial and preliminary hearings; and a number of crimes committed in San Mateo County by out-of-county gang members, primarily from San Francisco.

Elder abuse related crimes continue to increase on a dramatic scale, both nationwide and in San Mateo County. Increased training in detecting and investigating financial and physical elder abuse cases by both law enforcement and mandated reporters has led to a significant increase in the number and types of cases submitted to the District Attorney's Office. Investigations of elder abuse cases are resource intensive and not all police agencies have the same capability of conducting complex investigations, which places a burden on the District Attorney's limited investigative resources. In addition to vertically prosecuting these complex cases, the Deputy assigned to prosecute elder abuse is also participating in a monthly multi-agency meeting that seeks to increase community resources and early intervention and is also providing training on preventing, detecting, investigating and prosecuting all forms of elder abuse to law enforcement agencies, mandated reporters, community and senior groups, attorneys, teachers, other professional groups and social workers.

The District Attorney's Office has seen a substantial increase in identity theft. As outreach and training efforts reach more law

enforcement agencies, a continual increase in cases submitted for prosecution is anticipated. The cases take many months to investigate, so increases in incidents of the crimes may take some time before they show up as filed cases or convictions. These crimes span across all types of financial categories: credit card theft, online banking, check forgery and fraud, and a variety of telephone or door-to-door solicitation schemes. Increased inter-jurisdictional cooperation in identity theft investigations is netting good results in catching and stopping these types of crimes more comprehensively than in the past. The Rapid Enforcement Allied Computer Team (REACT) has been working with other federal entities to help in investigating identity theft groups that work on a statewide or nationwide basis. This type of cooperation is becoming more commonplace, and has helped other counties in controlling this type of crime, in addition to protecting citizens of this county.

The Public Administrator program administers the estates of persons who die with no will or without an appropriate person willing or able to act as administrator. In the last year, several difficult and time intensive estates have closed after several years of litigation. This resulted in lengthening the average time it takes to completely administer an estate. Overall, more estates are tending to have wills/trusts and executors who are able to administer them, which has decreased the number of estates referred to the Public Administrator. Additionally, the number of large estates continues to decrease resulting in lower overall distribution to heirs.

Major Issues to be Addressed

Increase in gang prosecution cases—Gang violence continues to increase in severity and sophistication within the county. A formalized gang prosecution unit is in place to adequately respond to the increase in number of cases.

Increase in identity theft referrals—There is now more awareness of identity theft because credit card companies are participating, through commercials, in making the public aware of the problem. Almost all identity theft cases involve multiple victims in multiple jurisdictions.

Elder abuse prosecution cases—Widespread dissemination of information, to all cross-sections of society, by the District Attorney's Office, has resulted in increased reporting. The population is aging thus the percentage of people who can be victimized in this way is growing. When more victims are combined with more people trained to report financial and physical abuse, the result is bigger caseloads.

State Grant Revenue—State revenues have not increased to cover grant requirements.

Department Objectives

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

Provide Victim Center Services to at Least 98% of Victims in All Cases and 63% of Victims in Felony Cases

- Maintain the level of outreach to victims by contacting 5,312 victims of crime in all cases and 1,343 victims in felony cases
- Reduce gang proliferation

Prosecute 100% of Gang-Related Cases Referred to the District Attorney's Office that Meet the Standard for Filing

- Continue to work cooperatively with law enforcement to identify and prosecute gangs, including acquisition and identification of information on gang members
- Obtain civil injunctions to reduce visible gang activity by targeting specific locations

Aggressively Prosecute Elder Abuse

- Prosecute 100% elder abuse-related cases referred to the District Attorney's Office that meet the standard for filing
- Continue to participate in outreach efforts to educate the community on elder abuse
- Continue to provide training and investigative assistance to law enforcement to identify situations when senior citizens are at risk of either physical or financial abuse and provide training to financial institutions to identify and report situations of financial elder abuse

Aggressively Prosecute Public Corruption

- Spot-check Statements of Economic Interest for officials who file in San Mateo County
- Begin investigation of allegations of theft of public monies within three days of notification

Aggressively Prosecute Identity Theft

- Provide investigative assistance to law enforcement, financial institutions and organizations
- Participate in outreach efforts to educate the community on identity theft

Close 64% of Public Administrator Estates Within 12 Months

- Implement semi-weekly meetings with Estate Property Officers in order to ensure that assets are efficiently marshaled from residences
- Implement semi-weekly meetings with Deputy Public Administrator's to ensure estates are closed within the established time frame

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Total cases reviewed	22,215	22,904	23,686	23,686	23,686
Total filings	18,994	16,871	17,088	17,088	17,088
Number of felony cases with victims	1,423	1,470	1,438	1,343	1,343
Number of victims contacted, including unsolved cases	5,018	5,460	5,312	5,312	5,312
Number of Public Administrator cases opened	64	44	70	63	63
Number of Public Administrator cases closed	61	65	55	55	55
How Well We Do It (Quality)					
Average number of cases reviewed by attorney	436	433	420	420	420
Percent of victims for whom services were provided	97%	98%	98%	98%	98%
Percent of Public Administrator cases closed within 12 months	85%	71%	64%	64%	64%
Is Anyone Better Off? (Outcome)					
Percent of total filings with conviction (excludes dismissals)	92%	91%	93%	---	---
Percent of felony cases where victim services were provided	65%	64%	61%	63%	63%
Average amount distributed to heirs through Estate Probate	\$75,397	\$32,329	\$95,000	\$75,507	\$75,200

District Attorney/Public Administrator (2510B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	601,459	549,546	450,000	258,583	(191,417)	258,583
Use of Money and Property	80,724	74,178	71,175	65,000	(6,175)	65,000
Intergovernmental Revenues	11,566,522	11,711,818	12,097,782	12,361,415	263,633	12,361,415
Charges for Services	228,957	219,124	173,448	173,448		173,448
Miscellaneous Revenue	128,480	183,795	20,000	20,000		20,000
Total Revenue	12,606,141	12,738,459	12,812,405	12,878,446	66,041	12,878,446
Fund Balance	4,708,110	4,257,271	4,065,398	3,640,042	(425,356)	3,640,042
TOTAL SOURCES	17,314,251	16,995,730	16,877,803	16,518,488	(359,315)	16,518,488
REQUIREMENTS						
Salaries and Benefits	15,736,984	15,983,182	18,281,898	18,792,081	510,183	19,580,528
Services and Supplies	724,979	737,752	886,889	1,189,092	302,203	1,189,092
Other Charges	1,582,915	1,499,412	1,531,033	1,656,995	125,962	1,656,995
Fixed Assets		84,261	7,200	20,000	12,800	
Gross Appropriations	18,044,879	18,304,607	20,707,020	21,658,168	951,148	22,426,615
Intrafund Transfers				(84,281)	(84,281)	(84,281)
Net Appropriations	18,044,879	18,304,607	20,707,020	21,573,887	866,867	22,342,334
Contingencies/Dept Reserves	3,047,707	2,596,868	2,503,414	1,832,858	(670,556)	1,852,858
TOTAL REQUIREMENTS	21,092,586	20,901,475	23,210,434	23,406,745	196,311	24,195,192
NET COUNTY COST	3,778,335	3,905,744	6,332,631	6,888,257	555,626	7,676,704
AUTHORIZED POSITIONS						
Salary Resolution	125.0	128.0	128.0	130.0	2.0	130.0
Funded FTE	121.1	123.0	123.0	125.9	2.9	125.9

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$359,315 or 2.1% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Fines, Forfeitures and Penalties

There is a decrease of \$191,417 in this funding source to reflect the increase in Net County Cost to utilize one Deputy District Attorney position assigned to the Department of Insurance in general criminal prosecution.

Use of Money and Property

There is a decrease of \$6,175 in this funding source due to a decrease in estate balances and subsequent reductions in interest earned.

Intergovernmental Revenues

There is a net increase of \$263,633 in this funding source due to an increase in Public Safety Sales Tax (Proposition 172) funds in the amount of \$206,815 and state and federal grants in the amount of \$69,095, which are offset by reductions in state grants in the amount of \$12,277. The state and federal grants are primarily for prosecuting Workers' Compensation fraud and insurance fraud.

Fund Balance

There is a decrease of \$425,356 in this funding source due to expected uses of Reserves to meet anticipated increases in expenditures.

TOTAL REQUIREMENTS

Total Requirements increased by \$196,311 or 0.8% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$510,183 in this expenditure category due to negotiated salary increases, a \$119,358 adjustment due to the addition of one Information Technology Analyst position, and a \$84,282 adjustment due to the addition of one Deputy Public Administrator, which is to be offset by an Intrafund Transfer from Aging and Adult Services.

Services and Supplies

There is an increase of \$302,203 in this expenditure category due to planned purchases of furniture and equipment in the amount of \$65,227; PC/LAN software purchases in the amount of \$130,820; and professional services relating to the procurement of a new case management system in the amount of \$47,114.

Other Charges

There is an increase of \$125,962 in this expenditure category due to increases in Information Services Department charges, general liability insurance and County facility rental charges related to the Youth Service Center.

Fixed Assets

There is an increase of \$12,800 in this expenditure category due to planned replacement of three servers.

Intrafund Transfers

There is an increase of \$84,281 in this expenditure category due to revenue transferred from Aging and Adult Services to fund one Deputy Public Administrator position.

Contingencies/Departmental Reserves

There is a decrease of \$670,556 in this expenditure category due to a projected decrease in Fund Balance in the amount of \$425,356 and the use of Reserves for one-time technology purchases in FY 2007-08. The balance in Reserves represents 8.5% of Net Appropriations, which exceeds the County 2% reserves policy requirement by \$1,401,381.

NET COUNTY COST

There is an increase of \$555,626 or 8.8% in this Department's General Fund allocation. Increases in Public Safety Sales Tax (Proposition 172) and state grant monies partially offset increases in negotiated salaries and benefits, automation equipment and software, and the cost of one new Information Technology Analyst position.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources remain the same from the FY 2007-08 to the FY 2008-09 Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increased by \$788,447 or 3.4% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$788,447 in this expenditure category due to merit increases as well as increases in negotiated labor and benefit costs.

Fixed Assets

There is a decrease of \$20,000 in this expenditure category due to the elimination of one-time expenditures in the prior year.

Contingencies/Departmental Reserves

There is an increase of \$20,000 in Reserves due to the elimination of one-time expenditures in the prior year. The balance in Reserves represents 8.3% of Net Appropriations, which exceeds the County 2% reserves policy requirement by \$1,406,011.

NET COUNTY COST

There is an increase of \$788,447 or 11.4% in the Department's General Fund allocation. This increase is due to merit increases as well as increases in negotiated labor and benefit costs.

District Attorney/Public Administrator (2510B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	125.0	128.0	128.0	130.0	2.0	130.0
Funded FTE	121.1	123.0	123.0	125.9	2.9	125.9
Total Requirements	21,092,586	20,901,475	23,210,434	23,406,745	196,311	24,195,192
Total Sources	17,314,251	16,995,730	16,877,803	16,518,488	(359,315)	16,518,488
Net County Cost	3,778,335	3,905,744	6,332,631	6,888,257	555,626	7,676,704
NCC Breakdown						
Federal Grants Match			110,000	110,000		110,000
State Grants Match			17,296	20,416	3,120	19,007
Realignment MOE			158,857	158,857		158,857
Proposition 172 MOE			6,046,478	6,598,984	552,506	7,388,840

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,696,840 or 28.6%, of which \$6,566,424 or 98.1% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include Realignment Tax and Public Safety Sales Tax (Proposition 172) revenue.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increase in Public Safety (Proposition 172) funding; decreases in estate balances and subsequent reductions in interest earned; an increase in service charges; and an increase in County owned facility rental charges, including debt services for the Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(359,315)	747,510	0	(670,556)	436,269	0

2. Addition of One Information Technology Analyst

The addition of one Information Technology Analyst is needed to support the department with the Criminal Justice Information System (CJIS) conversion process, the procurement of a case management system (a five year project), and on-going maintenance. This position will be funded by an increase to Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	119,357	0	0	119,357	1

3. Addition of One Deputy Public Administrator

The addition of one Deputy Public Administrator is needed to support 80 to 85 case referrals expected from Aging and Adult Services. This position will be funded as an Intrafund Transfer from Aging and Adult Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	84,281	84,281	0	0	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(359,315)	951,148	(84,281)	(670,556)	555,626	2

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in benefits costs. Fixed Assets have been reduced and Reserves increased by the amount of a one-time technology upgrade.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	768,447	0	20,000	788,447	0

County Support of the Courts (2700B)

Budget Unit Locator

County

Criminal Justice

District Attorney's Office

▷ **County Support of the Courts**

Private Defender Program

Sheriff's Office

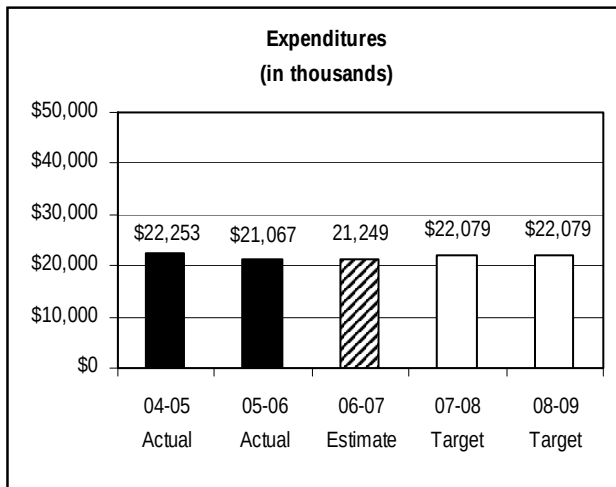
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Probation Department

Coroner's Office

Budget Unit Description

In accordance with the provisions of the Trial Court Funding Act of 1997, all court-related County General Fund revenue and expenditures are accounted for in this budget unit. Revenues include pre-existing court-generated General Fund revenues and Fine and Forfeiture revenues that comprise the new Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations and Fine and Forfeiture State remittances, as well as court-related costs not within the definition of "court operations." A Memorandum of Agreement (MOA) between the Courts and the County specifies revenue distribution and provision of services to be performed by the County for the Courts.



Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$12,438,460 or 56.3%. Of this amount, 0% is discretionary.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: judicial benefits, County owned facility rent, revenue collection charges, and witness and interpreter fees have all been increased to reflect current levels. These increases are offset by anticipated increases in Superior Court fines collections.

Revenue/Sources	386,499
Appropriations	350,759
Intrafund Transfers	0
Reserves	0
Net County Cost	(35,740)
Positions	0

2. Implemented Comprehensive Collection Reimbursement Program

Beginning in February 2007, the County implemented a program to recoup the cost of delinquent court collections pursuant to Penal Code 1463.007. The adjustment reflects the amount anticipated to be collected from cities, special districts, and County departments for the cost of enhanced collection activities.

Revenue/Sources	750,000
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(750,000)
Positions	0

3. Debt Service Payment for Youth Service Center

The Courts rent increased due to their portion of debt service for the Youth Services Center. This increase is offset by a transfer from the Courthouse Temporary Construction Fund.

Revenue/Sources	483,520
Appropriations	483,520
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	1,620,019
Appropriations	834,279
Intrafund Transfers	0
Reserves	0
Net County Cost	(785,740)
Positions	0

FY 2008-09 Funding Adjustments

No change.

County Support of the Courts (2700B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	5,752,900	6,244,609	5,894,754	6,344,761	450,007	6,344,761
Charges for Services	4,734,250	2,743,409	2,589,299	2,545,791	(43,508)	2,545,791
Miscellaneous Revenue	44,550		20,000	750,000	730,000	750,000
Other Financing Sources				483,520	483,520	483,520
TOTAL SOURCES	10,531,699	8,988,018	8,504,053	10,124,072	1,620,019	10,124,072
REQUIREMENTS						
Salaries and Benefits	324,340	305,238	360,000	360,000		360,000
Services and Supplies	631,103	755,638	984,180	1,042,000	57,820	1,042,000
Other Charges	21,298,031	20,005,938	19,900,553	20,677,012	776,459	20,677,012
TOTAL REQUIREMENTS	22,253,474	21,066,814	21,244,733	22,079,012	834,279	22,079,012
NET COUNTY COST	11,721,775	12,078,796	12,740,680	11,954,940	(785,740)	11,954,940

Private Defender Program (2800B)

Budget Unit Locator

County

Criminal Justice

District Attorney's Office

County Support of the Courts

► **Private Defender Program**

Sheriff's Office

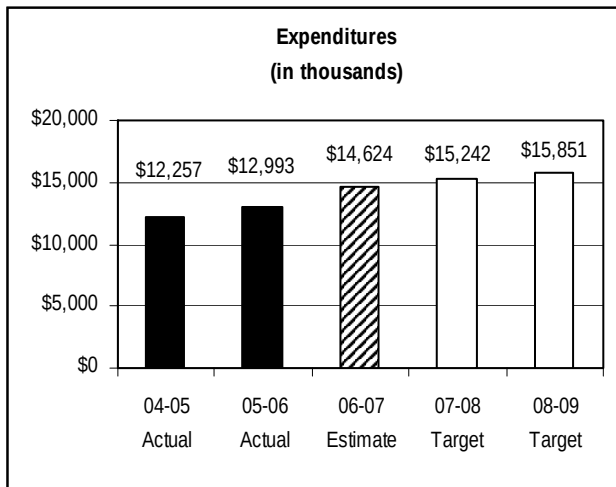
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Probation Department

Coroner's Office

Budget Unit Description

The Private Defender Program provides competent legal representation in accordance with Constitutional requirements and State statutes to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association, which expires in June 2011.



Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$14,367,382 or 94.3%. Of this amount, 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirement.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Service

Effective July 1, 2006, the Board of Supervisors adopted a 5-year agreement with the San Mateo County Bar Association to provide Private Defender Program services. This budget adjustment reflects the negotiated increase for services per the agreement; and an increase in County owned facility rental charges, including debt

service for the Youth Services Center. Revenues have been adjusted to reflect current levels.

Revenue/Sources	175,000
Appropriations	618,164
Intrafund Transfers	98,476
Reserves	0
Net County Cost	541,640
Positions	0

FY 2008-09 Funding Adjustments

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made as follows: inclusion of negotiated contract increases.

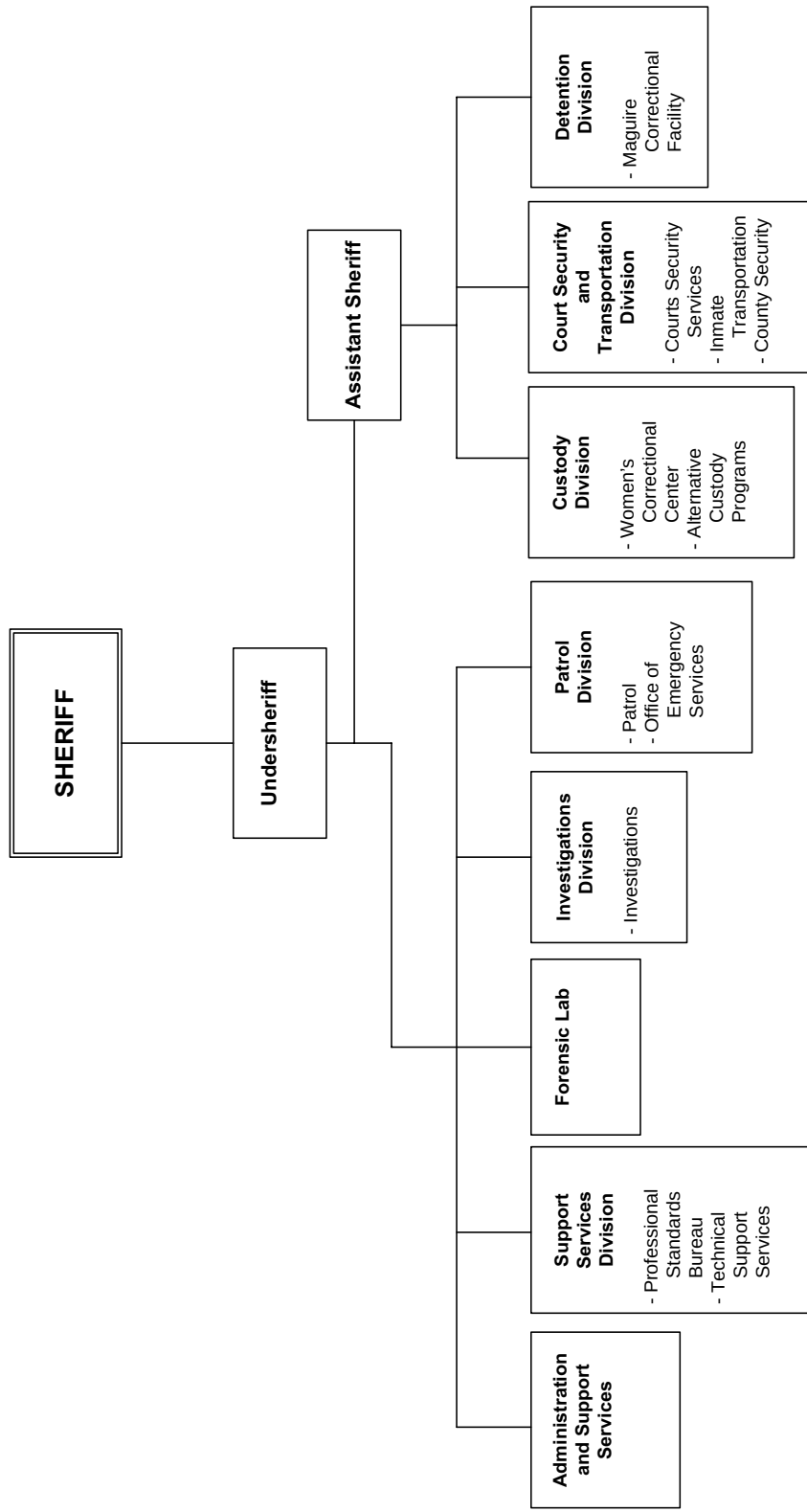
Revenue/Sources	0
Appropriations	608,323
Intrafund Transfers	0
Reserves	0
Net County Cost	608,323
Positions	0

Private Defender Program (2800B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

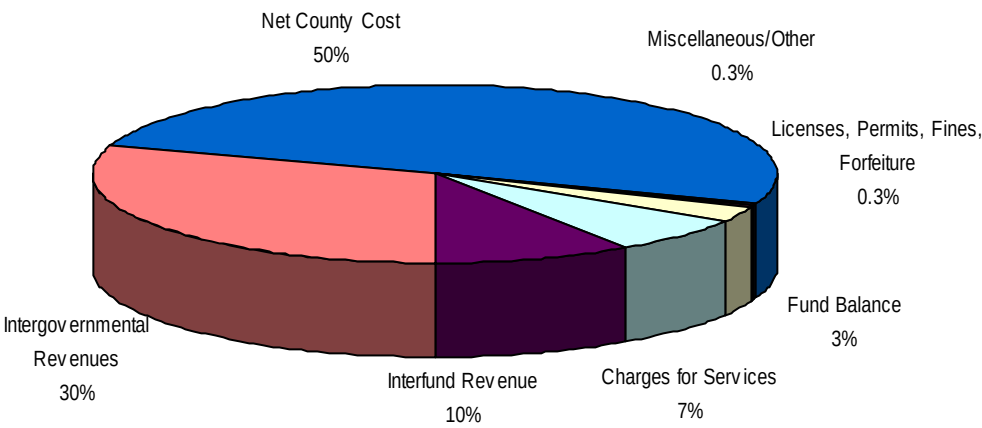
	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	496,841	600,228	375,000	500,000	125,000	500,000
Interfund Revenue	335,676	448,046	325,000	375,000	50,000	375,000
TOTAL SOURCES	832,517	1,048,274	700,000	875,000	175,000	875,000
REQUIREMENTS						
Services and Supplies	12,257,336	12,992,777	14,623,141	15,208,067	584,926	15,816,390
Other Charges			1,077	34,315	33,238	34,315
Gross Appropriations	12,257,336	12,992,777	14,624,218	15,242,382	618,164	15,850,705
Intrafund Transfers			(98,476)		98,476	
TOTAL REQUIREMENTS	12,257,336	12,992,777	14,525,742	15,242,382	716,640	15,850,705
NET COUNTY COST	11,424,819	11,944,503	13,825,742	14,367,382	541,640	14,975,705

SHERIFF'S OFFICE

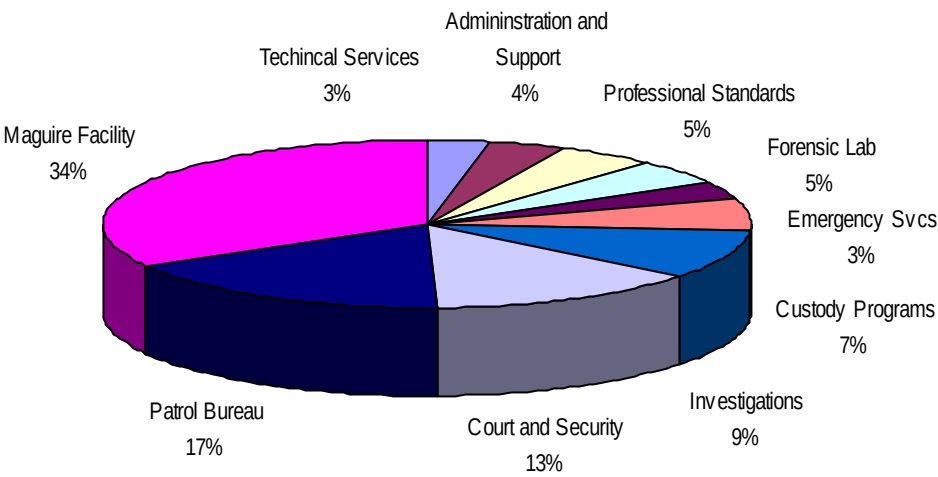


Sheriff's Office

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Administration and Fiscal

Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

► Sheriff's Office

Message Switch

Probation Department

Coroner's Office

Environmental Services

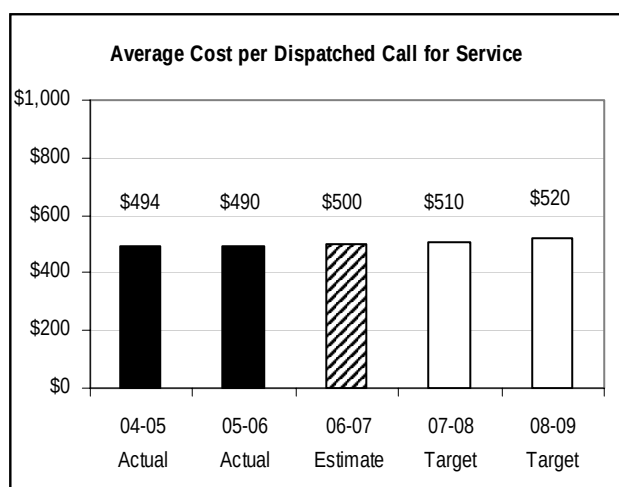
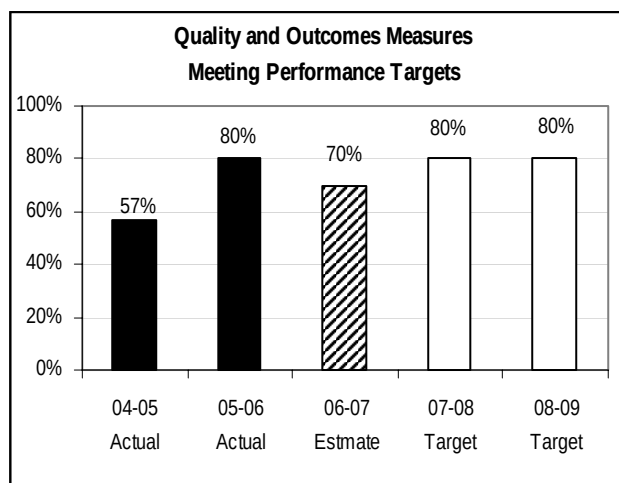
Public Works

Health

Human Services

Non-Departmental Services

Department Measures



Department Mission Statement

The San Mateo County Sheriff's Office protects life and property and preserves the public peace. The Sheriff enforces state laws and County ordinances, prevents crime, supports positive youth development, apprehends criminals, supervises and cares for incarcerated prisoners, coordinates emergency services, processes civil actions, and provides security for the Courts, Health Services, County employees, SamTrans/Caltrain, and the public visiting County facilities. The Sheriff's Office is committed to providing effective professional law enforcement services in a humane and cost efficient manner, while supporting positive development within our communities and our youth population.

Contributions to Shared Vision 2010 Goals (Fiscal Years 2000 – 2006)

PEOPLE

Realize the Potential of our Diverse Population

• Workforce Diversity

Hired a workforce of new sworn personnel composed of 40% to 50% women and/or persons of ethnic diversity, each year for the last five consecutive years, reflecting the diversity of San Mateo County's population

• Day Worker Program

In collaboration with the Human Services Agency, developed a Day Worker Program in the North Fair Oaks area. The Day Worker Program was designed to address the issues of traffic congestion and street loitering by providing an alternative off-street location for day worker job engagement, training and skills identification through a community based provider. The Day Worker Program average daily participation in 2006 was 54. Total day workers served since the program inception is over 650.

Provide Equal Access to Educational Opportunity

• Youth Programming

Expanded the Sheriff's Activities League (SAL), which provides after school sports, drama, music and arts education for elementary school-age children, with an additional \$30,000 annual investment to Eichler Highlands, Moonridge, and the South Coastside area, serving 95 or more children annually

Ensure Basic Health and Safety for All

• Gang Suppression and Intelligence

Invested staff to implement several new programs designed to combat gang related street violence including the Gang Intelligence and Investigations Unit of the countywide Gang Task Force, the San Mateo County Police Chief's and Sheriff's Association Street Crime Suppression Team, as well as a targeted street crime team in the City of East Palo Alto. The anticipated result is to dismantle criminal organizations active in San Mateo County by identifying and prosecuting gang members.

- **Youth Preventions Programs**

Implemented the Juvenile Diversion Program providing diversion counseling, compliance monitoring, after care programming, parental/family counseling, and crisis intervention for troubled teens and their families who have come into contact with the juvenile justice system, diverting over 150 youths since 2001. Implemented the School Resource Officer Program to serve 14 schools within the unincorporated area, offering Drug Awareness and Resistance Education (DARE) and Gang Resistance Education and Awareness Training (GREAT) instruction.

- **Community Substations**

Established or expanded Sheriff's patrol community substations in Moss Beach, Moonridge, Eichler Highlands, Woodside, and North Fair Oaks to provide a local resource point and increase law enforcement visibility in county communities

PLACE

Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- **Public Transit Patrol**

In partnership with SamTrans and the Peninsula Joint Corridor Commuter Rail Service (CalTrain), established and expanded the Sheriff's Transit Police Unit, serving approximately 70,000 bus and rail riders on the peninsula through an investment of ten Sheriff's personnel

- **Motorcycle Traffic Patrol**

Established a dedicated motorcycle traffic patrol unit with two officers to assist California Highway Patrol with traffic enforcement in response to community requests for increased traffic enforcement services, alleviating congestion in high traffic areas

Preserve and Provide People Access for Our Natural Environment

- **Sheriff's Work Program**

Partnered with local agencies to provide over one million hours of public service at no cost to the agencies served, in brush-clearing and landscaping services for county parks and open space areas, and clean-up of public roadways through the Sheriff's Work Program and other inmate community labor programs

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **Homeland Security Partnerships**

Partnered with the City and County of San Francisco in the development of a regionalized approach to homeland security and preparedness, through the Urban Area Security Initiative (UASI) program, investing \$2.2 million and four regional disaster planners to develop and implement comprehensive disaster preparedness plans to serve the bay area region.

- **Forensic Laboratory Services Re-Design**

Effectively re-engineered the County Forensic Laboratory in partnership with the City-County Advisory Committee, to improve services, reduce turn-around times for key analysis, achieve professional accreditation, and implement a new DNA analysis function

- **Law Net Shared Database**

Expanded the programs and databases offered to county law enforcement agencies on the Law Net secured database, including the Criminal Justice Information System (CJIS) access by police departments; expanded access to various city and Sheriff's records management systems; and implemented a new jail photo mugshot system, which can be accessed and added to by other jurisdictions

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- **High-Intensity Drug Trafficking Area**

Established a regional High-Intensity Drug Trafficking Area (HIDTA) for regional intelligence and law enforcement, which serves to reduce major drug trafficking into the greater bay area. The Sheriff's Office serves as the administrative agency for the HIDTA.

- **Regional Terrorism Threat Assessment Center**

The Regional Terrorism Threat Assessment Center (RTTAC) is a local, state and federal cooperative law enforcement information fusion center providing a central location for the collection, evaluation, analysis and dissemination of terrorism and homeland security related information for public safety personnel throughout the bay area. The Sheriff's Office administers this program and serves as the fiduciary for this homeland security grant.

- **Neighborhood Watch Programs and Community Emergency Response Teams**

Supported community and home associations to establish Neighborhood Watch Programs and Community Emergency Response Teams (CERTs) in unincorporated areas of San Mateo County.

- **Community Alliance to Revitalize our Neighborhood**

Established the Community Alliance to Revitalize our Neighborhood (CARON) Program in North Fair Oaks to assist in community policing, building a communication bridge and mutual trust with community residents to identify gang activity and reduce street violence and recruitment of minors into gangs. Following initial Sheriff's sponsored leadership training classes, CARON has spawned self-sufficient community leadership groups.

PROSPERITY

Create Opportunities for Every Household to Participate in Our Prosperity

• **Work Furlough Program**

Established a Work Furlough Program to allow low-risk offenders to maintain gainful employment and family contact while serving a court ordered sentence.

Major Accomplishments in FY 2006-07

Ensure Basic Health and Safety for All

- Established an Administrative Segregation Pod with close supervision in Maguire Correctional Facility to improve jail management in response to an increasingly disruptive inmate population, driven in large part by increased in-custody gang affiliation and jail overcrowding
- With county and state emergency service participants, successfully coordinated the annual Golden Guardian major disaster response training exercise
- Completed the multi-hazard countywide Emergency Plan
- With County Counsel and the Board of Supervisors, developed and approved a set of comprehensive Sheriff's Records Retention Policies and Procedures
- Participated with the County Manager, District Attorney's Office, Probation and the Courts to begin the Criminal Justice Information System Migration Plan
- Obtained and implemented California Multi-Jurisdictional Methamphetamine Enforcement Team grant for San Mateo County Narcotics Task Force
- Implemented all Grand Jury recommendations in the newly established Gang Intelligence and Investigation Unit
- Reviewed and revised Sheriff's Office General Orders in collaboration with County Counsel, in preparation for new Sheriff's administration; developed and undertook initial phases of Sheriff's Transition plan
- Undertook a department-wide revision of policies, procedures and training manuals for all divisions

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- In partnership with the North Fair Oaks community and the Board of Supervisors, successfully coordinated the 5th annual North Fair Oaks Community Festival
- With the Board of Supervisors, Correctional Health Services, Probation Department and community based organizations, implemented the first phase of the Inmate Re-Entry Services Program, by enhancing the Choices Program, a chemical dependency recovery services program, and working with an onsite Probation Officer and Service League personnel at Maguire Correctional Facility
- Formalized city partnerships and secured funding for the countywide Gang Task Force

- Collaborated with county law enforcement agencies to re-design and implement an improved Avoid-the-23 holiday safe driving and driving under the influence (DUI) enforcement program

Major Issues to be Addressed

Outmoded Women's Jail and Alternative Custody Facilities—

Over-crowded facilities at the Maple Street Correctional Facility campus need to be remodeled and expanded, or rebuilt to accommodate a population of female inmates that exceeds facility rated capacity by 60% and a minimum security transitional population at a constant 100% capacity.

Jail Overcrowding in Men's Custody Facilities—

Current detention and alternative custody facilities for the men's inmate population are consistently operating at or above 135% of rated capacity. Rising rates in serious crime, coupled with the closures of the Men's Medium Security and Honor's Camp five and four years ago, respectively, attribute to current, critical custody levels in existing facilities.

Rising Gang Violence in Communities and Increasing Gang Population in Custody—

An increasingly sophisticated and organized criminal gang population in the community, led in large part by hardened ex-felons and parolees released from prison over the last five years, who are well-armed with automatic weapons, sophisticated computer and security detection equipment, are increasingly willing to use fatal violence against opposing gangs, crime victims, and law enforcement officers. This has impacted our custody population with a steady and significant increase in gang affiliation, assaultive behavior, and psychologically troubled conditions among in-custody inmates, amplifying challenges to jail management.

Jail Management System (JMS)—

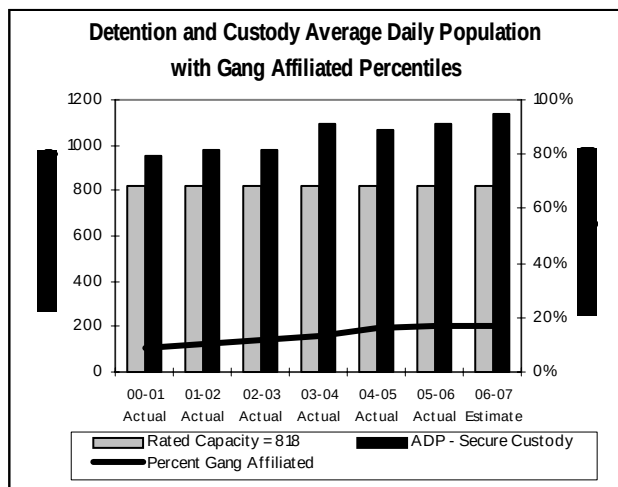
The current legacy Criminal Justice Information System (CJIS) utilized by county criminal justice agencies and the Courts will migrate by 2010, requiring the Sheriff's Office to obtain a Jail Management System before then. While the Sheriff's Office has commenced planning for the development of a JMS system, funding must be identified now to move forward on implementing a JMS system before the current CJIS system retires.

Inadequate Relief Staffing—

Current staffing levels allocated to mandated operations do not include minimum relief factors. The Sheriff's Office overtime budget is not sufficient for relief staffing requirements. It is important to reduce reliance on overtime for critical post relief in patrol and custody functions by expanding the existing Relief Staffing Unit to provide adequate relief staffing for mandated, 24/7 operations.

Other Critical Sheriff's Facilities—

In addition to outmoded and overcrowded detention and custody facilities, other key facilities do not adequately serve the Sheriff's Office or community needs. The Coyote Point Firing Range is outdated; the County Emergency Operations Center/Public Safety Communications Center is inadequate; and the Sheriff's headquarters in the Hall of Justice needs expansion or replacement. The Sheriff's Office needs to commence planning to address these critical infrastructure needs.



Key Department Initiatives

1. Provide Detention Facilities that Meet Current and Future County Custody Needs

Major Issues to be addressed:

- The current Women's Correctional Center facility is obsolete, overcrowded, inadequate, structurally outdated, unable to adequately handle today's offenders' health and welfare needs, operates at an average daily population that is 158% of Board of Corrections (BOC) rated capacity, and lacks a children's visiting area or any programming for children of incarcerated inmates.
- There is a lack of jail bed space for men in-custody population. The current Maguire Correctional Facility (MCF) and Men's Minimum Security Transition Facility (MSTF) are at maximum, or over, capacity, with MCF reaching over 1,000 men on weekends in a facility rated for 688, challenging jail management in providing programming services to inmates.
- There is a need for adequate housing to separate pre-trial inmates from sentenced inmates in compliance with statutory regulations
- There is a need for the Sheriff's Office to comply with the CJIS Migration Plan by procuring a new Jail Management System. As the Courts and the County's Criminal Justice Departments implement the CJIS Migration Plan, the Sheriff's Office must procure and implement a Jail Management System before the current CJIS system is retired in 2010.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goal:

- Correctional facilities that will meet San Mateo County's female and male, pre-sentenced and sentenced, incarceration needs for the next 30 years, adequately

addressing health and welfare needs of offenders while ensuring public safety

Objectives:

- A new or remodeled Women's Correctional Center (WCC) will operate at an average of no more than 80% of BOC-rated capacity for 10 years following construction. The new or remodeled WCC will accommodate a children's visiting area and will provide adequate space for targeted programming and counseling activities
- Men's facilities will not exceed 100% of rated capacity, allowing for 100% compliance with statutory regulations. Men's detention and custody facilities will offer adequate bed space for maximum and minimum security inmates
- A Jail Management System will meet comprehensive legal and criminal justice requirements for data gathering and records collection

Major Milestones:

- Conduct a needs assessment and preliminary program plan for the Women's Correctional Center and Alternative Custody Facility (completed)
- Address men's in-custody population needs (in progress)
- Conduct a needs assessment for a Jail Management System (JMS), issue a request for proposal (RFP) for a JMS vendor
- Design a facility that addresses the needs identified through the needs assessment process
- Procure funding for new/remodeled facility and for a Jail Management System
- Obtain and implement Jail Management System
- Construct the new facility and/or remodel the existing facility
- Develop policies and procedures for new/remodeled facility
- Design program and complete specialized training for all staff working in the new/remodeled facility
- Develop community partnerships to bring health and welfare programs to the facility inmates

Partners:

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- Correctional Health Services
- Information Services Department
- City police departments
- San Mateo County community based organizations

FY 2007-08 Budget Impact:

Existing resources, including one staff person, are being redirected for the planning phase of replacing the facilities, and a multidivisional committee for the planning phase of a new Jail Management System; with additional resources from County, State and federal partners invested for future implementation phases.

2. Provide San Mateo County Law Enforcement with an Improved Weapons Training Facility

Major Issues to be addressed:

- Coyote Point Firing Range, which serves as the current weapons training facility for 24 law enforcement agencies operating in San Mateo County, was built over 40 years ago and is deteriorating due to age and lack of maintenance.
- Safety and environmental conditions limit the current use of the Coyote Point Firing Range, which has restricted weapons qualification time for allied law enforcement agencies desiring to use the range.
- Modern law enforcement weapons training, which has evolved since the construction of the range, cannot be conducted at the current facility, given its age and condition, impacting the ability of local law enforcement agencies to carry out public safety duties in high threat situations.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goal:

- Provide a firing range facility for Sheriff's deputies and local law enforcement agency officers that meets safety standards and modern weapons training needs, advancing public safety in San Mateo County

Objectives:

- A new or remodeled firing range that provides adequate firing lanes to accommodate 24 agencies and approximately 3,000 officer qualification hours annually, in an efficient, safe, and modern facility that has minimal noise impact on the surrounding community.
- Sheriff's deputies and local law enforcement officers will have both static and dynamic firing training required to respond skillfully and professionally in high threat situations, providing enhanced public safety.
- A new or remodeled firing range designed to provide training accommodations for modern weapons training needs now and for the next 20 to 30 years

Major Milestones:

- Develop a preliminary firing range operational needs assessment (complete)
- Identify, explore, and define firing range facility options (in progress)
- Prepare a preliminary report to the Board of Supervisors regarding firing range needs and options (in progress)
- Obtain a project manager (consultant) and issue an RFP for architectural design plan
- Construct the new facility and/or remodel the existing facility
- Develop policies and procedures for new/remodeled facility
- Design program and complete specialized training for all staff working in the new/remodeled facility

Partners:

- Board of Supervisors
- County Manager's Office
- Facilities Planning and Development
- City police departments

FY 2007-08 Budget Impact:

Preliminary studies were funded in FY 2005-06 and existing Sheriff's personnel are contributing to ongoing planning efforts. County resources required in FY 2007-08 for a project consultant and design development plan for the new facility will be approximately \$150,000. Additional resources required in future years to construct the facility is estimated between \$7 and \$10 million.

3. Improve Relief Staffing Resources to Meet Minimum Coverage in Mandated Operations

Major Issues to be addressed:

- Overtime budget currently meets less than 50% of relief staffing needs for positions in mandated operations
- Sheriff's Office sole reliance on overtime for relief in mandated operations is inadequate in current recruitment/retention environment, where the Sheriff's daily average for sworn position vacancies is between 10 and 15, and daily average for new sworn officers in long term training is between 30 and 35
- Current Relief Staffing Unit allocation of nine positions meets less than 9% of the Sheriff's Office minimum relief staffing needs
- Lack of sufficient relief staffing in mandated operations impacts the Sheriff's Office ability to provide adequate response support in emergencies including earthquakes and pandemic flu; and in responding to local law enforcement agencies' requests for support in crisis situations

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goal:

- Provide a staffing level in all mandated positions, based on Correction Standards Authority guidelines, that meets the Sheriff's Office needs for backfilling all leave vacancies, and allowing the Sheriff's Office to better plan for and respond to emergency situations and service needs in the county

Objective:

- A combination of permanent relief staff and an overtime budget for relief will aid in reducing critical staffing shortages; providing two sources for relief, both planned and unplanned, allowing for maximum flexibility and improved relief-staffing management

Major Milestones:

- Establish Relief Staffing Unit, first nine positions (completed)
- Complete Relief Staffing Unit, over the next two years phase in additional 27 positions, beginning FY 2007-08

- Maintain an adequate overtime budget to meet relief needs not covered by Relief Staffing Unit positions
- Establish a methodology to develop annual staffing and overtime budgets to maintain the appropriate budget levels for the Sheriff's Office relief staffing needs (in progress)
- Hire and train positions assigned to Relief Staffing Unit (in progress)
- Evaluate the combination of number of permanent relief staff and overtime budget for relief, for maximum management of Sheriff's Office relief needs

Partners:

- Board of Supervisors
- County Manager's Office
- Human Resources Department

FY 2007-08 Budget Impact:

A total of nine new Relief Staffing Unit positions in FY 2007-08 will cost approximately \$1.75 million, and nine additional Relief Staffing Unit positions in FY 2008-09 will cost approximately \$1.5 million. In future years, annual adjustments to the current overtime budget to offset the relief needs not met by permanent relief staff would be also be required. These adjustments will be based on COLAs and future needs.

Other Significant Objectives by Program:

The following program objectives contribute to the Sheriff's Office success (additional program-level objectives are included in individual Program Plans):

Administration

- Under the new administration, undertake organizational restructuring, division operational audits, and complete implementation of the Sheriff's Transition Plan

Professional Standards Bureau

- Implement department-wide Records Retention Policies and Procedures approved by the Board of Supervisors in 2007

Patrol Bureau

- Supplement public safety needs of county law enforcement agencies, as called upon, through ongoing collaboration and support
- Improve traffic enforcement in the unincorporated areas through ongoing collaboration with California Highway Patrol, to respond to citizen concerns
- Enhance Transit Police Unit with Psychological Emergency Response Team (PERT) comprised of mental health professionals

Investigations Bureau

- In collaboration with the Department of Justice, participate in Sexual Assault Felony Enforcement Task Force (SAFE)
- In collaboration with the Board of Supervisors, establish the Firearms Domestic Violence Education and Intervention Project

in San Mateo County and participate in the Department of Justice's regional Armed and Prohibited Task Force

- Continue efforts to establish a centralized approach for law enforcement information collection, analysis, and dissemination

Office of Emergency Services

- Work with other County departments on Pandemic Flu Planning, focused on providing continuity of Sheriff's services and County operations

Maguire Correctional Facility

- Implement Phase II of the Inmate Re-Entry Services Program. Assist with jail population reduction by expanding in-custody inmate participation in the Choices Program, by working with community based organizations, and by increasing the number of day treatment beds for inmates eligible to be modified out of custody to chemical dependency treatment programs and other treatment programs

Custody Programs

- In partnership with the Courts, increase participation in new custody alternative programs including the Sheriff's Work Furlough Program and Electronic Monitoring Program
- Implement the Mentally Ill Offender Crime Reduction Program. With a Board of Corrections grant, and in partnership with Probation, Correctional Health and community groups, implement a multi-disciplinary, diversion study program targeting post-custody female offenders

Sheriff's Office (3000B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	11,250	11,000	2,750	1,800	(950)	1,800
Fines, Forfeitures and Penalties	425,818	400,686	360,000	370,000	10,000	370,000
Use of Money and Property	36,000	36,000				
Intergovernmental Revenues	37,508,245	39,234,449	44,579,926	40,456,165	(4,123,761)	40,483,926
Charges for Services	7,984,766	8,132,828	8,550,890	9,103,265	552,375	9,123,910
Interfund Revenue	10,107,924	10,204,367	11,928,333	12,909,731	981,398	12,909,731
Miscellaneous Revenue	517,800	577,638	443,600	461,500	17,900	461,500
Total Revenue	56,591,803	58,596,967	65,865,499	63,302,461	(2,563,038)	63,350,867
Fund Balance	5,106,971	3,536,209	3,544,821	3,544,821		3,544,821
TOTAL SOURCES	61,698,774	62,133,176	69,410,320	66,847,282	(2,563,038)	66,895,688
REQUIREMENTS						
Salaries and Benefits	84,793,874	89,260,692	99,884,628	105,354,469	5,469,841	110,020,394
Services and Supplies	7,807,846	8,737,026	12,614,846	10,547,180	(2,067,666)	10,568,217
Other Charges	14,356,636	15,051,195	17,414,998	17,439,582	24,584	17,446,143
Fixed Assets	790,479	1,472,951	1,750,856	851,897	(898,959)	851,897
Other Financing Uses	906,778	903,851	905,321	906,084	763	905,874
Gross Appropriations	108,655,612	115,425,715	132,570,649	135,099,212	2,528,563	139,792,525
Intrafund Transfers	(253,466)	(461,306)	(781,687)	(1,077,603)	(295,916)	(1,077,603)
Net Appropriations	108,402,146	114,964,409	131,788,962	134,021,609	2,232,647	138,714,922
Contingencies/Dept Reserves	774,508		887,199	887,199		887,199
TOTAL REQUIREMENTS	109,176,654	114,964,409	132,676,161	134,908,808	2,232,647	139,602,121
NET COUNTY COST	47,477,879	52,831,232	63,265,841	68,061,526	4,795,685	72,706,433
AUTHORIZED POSITIONS						
Salary Resolution	586.0	615.0	627.0	636.0	9.0	645.0
Funded FTE	579.2	609.5	625.3	633.6	8.3	642.6

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$2,563,038 or 3.8% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is an increase of \$10,000 in this funding source due to a minor adjustment in annual forfeitures.

Licenses, Permits and Franchises

There is a decrease of \$950 in this funding source due to the elimination of one time film permits in FY 2006-07.

Intergovernmental Revenues

There is a net decrease of \$4,123,761 in this funding source, primarily due to the close-out of five homeland security grants in the amount of \$4,933,919 during FY 2006-07, as well as a close-out of federal appropriation to the Crime Lab for Forensic Equipment purchases. These reductions are partially offset by an increase of \$624,736 in Proposition 172 Public Safety Sales Tax.

Charges for Services

There is a net increase of \$552,375 in this funding source due to cost-of-living adjustments in contractual services for Woodside, Portola Valley, SAMTRANS/Cal-Train, and County Service Area # 1.

Interfund Revenue

There is an increase of \$981,398 in this funding source primarily due to increased reimbursement of actual costs from the Courts for Trial Court security services in the amount of \$971,486, as well as minor adjustments in other special fund reimbursements.

Miscellaneous Revenue

There is an increase of \$17,900 in this funding source due to adjusted reimbursements for Workers' Compensation and State Disability Insurance.

TOTAL REQUIREMENTS

Total Requirements increased by \$2,232,647 or 1.7% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$5,469,841 in this expenditure category. Adjustments of \$4,188,822 have been included for merit increases and negotiated labor increases, including annualized adjustments in County Workers' Compensation, retirement contributions and health insurance. An adjustment of \$1,134,111 has been added for nine Relief Staffing Unit positions and the conversion of one Legal Office Specialist to a Legal Office Services Supervisor, as well as \$146,908 for overtime to provide security services at the Youth Services Center for weekend and evening visiting hours.

Services and Supplies

There is a decrease of \$2,067,666 in this expenditure category due to fully expending homeland security grant funded expenses.

Other Charges

There is an increase of \$24,584 in this expenditure category, which is the net result of an increase in department-wide service charges from County service departments, and a decrease in one-time homeland security grant-related expenditures.

Fixed Assets

There is a decrease of \$898,959 in this expenditure category due to fully expended homeland security grant funded purchases.

Intrafund Transfers

There is a net increase of \$295,916 in this expenditure category due to one-time reimbursements for capital project studies.

Contingencies/Departmental Reserves

The balance in Reserves represents 0.66% of Net Appropriations, which is under the County's 2% reserves policy requirement by \$1,793,313.

NET COUNTY COST

There is an increase of \$4,795,685 or 7.6% in this Department's General Fund allocation. After application of revenues and other cost-saving reductions, major adjustments to Net County Cost include merit and negotiated increases of salary, annualization of benefits, increases in general liability premiums and Workers' Compensation, and the addition of nine new Relief Staffing Unit positions.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources increased by \$48,406 or 0.07% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$27,761 in this funding source due to minor annual increases in Emergency Services city fee revenue.

Charges for Services

There is an increase of \$20,645 in this funding source due to increased crime lab service fee revenue.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,693,313 or 3.5% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$4,665,925 in this expenditure category due to merit and negotiated increases of salary and the addition of nine positions to the Relief Staffing Unit.

Services and Supplies

There is an increase of \$21,037 in this expenditure category for Office of Emergency Services contract for hazard material response services.

Other Charges

There is an increase of \$6,561 in the expenditure category for general liability insurance charges on nine additional Relief Staffing Unit positions.

Other Financing

There is a decrease of \$210 in the expenditure category for debt service financing on the crime laboratory.

Contingencies/Departmental Reserves

The balance in Reserves represents 0.64% of Net Appropriations, which is under the County's 2% reserves policy requirement by \$1,887,099.

NET COUNTY COST

There is an increase of \$4,644,907 or 6.8% in this Department's General Fund allocation due to negotiated increases of salary, annual increases in benefits costs, and the addition of nine of Relief Staffing Unit positions.

Administrative and Support Services (3011P)

Program Locator

County

Criminal Justice

Sheriff's Office

► **Administrative and Support Services**

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

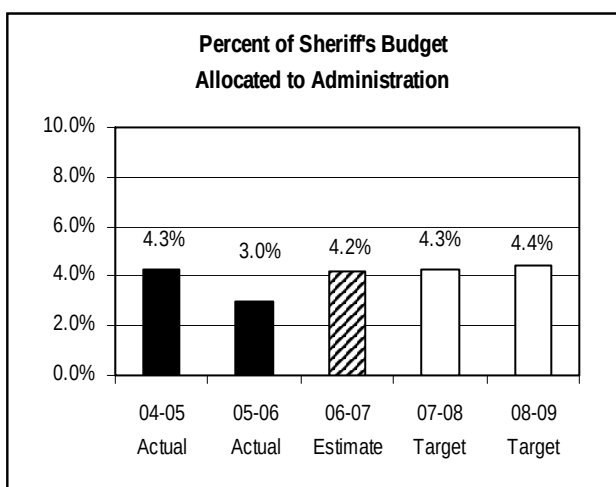
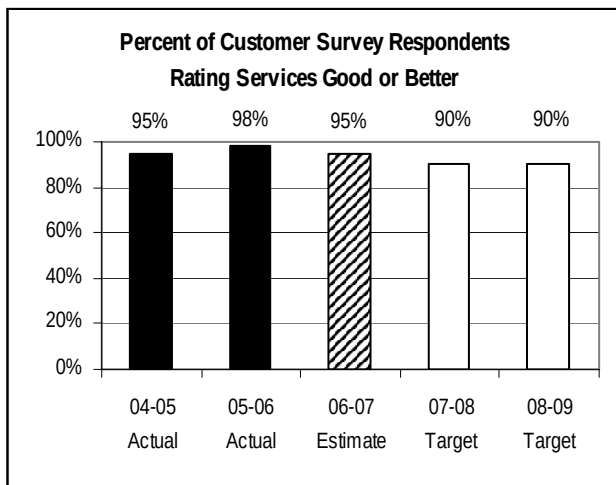
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Administrative and Support Services program provides overall management, policy-setting, procedural guidance, civil support, fiscal and administrative support services and acts as community liaison for the Sheriff's Office and several law enforcement joint powers agencies to ensure that effective, responsive and fiscally sound law enforcement services are provided.

Services and Accomplishments

The Administrative and Support Services program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing departmental leadership and administrative support. Administrative support provided by this program includes fiscal, civil and administrative services.

The following are major accomplishments in the current year:

- Continued to maintain critical corrections and law enforcement support functions with level resources and growing workloads
- Collaborated with Custody and Detention programs, and County Manager's Office on completing the needs assessment study for replacing the Maple Street Correctional Facilities
- Completed planning efforts with Information Services Department (ISD) and county criminal justice agencies for the migration of the Criminal Justice Information System (CJIS) operating system off of the ISD mainframe computer
- With Sheriff's Technical Support Services and Jail Management System (JMS) project planning committee completed the startup and charter phases of the JMS
- With Sheriff's Custody Programs, the Probation Department and Correctional Health Services applied for and received a grant from Board of Corrections Mentally Ill Offender Crime Reduction Program
- With Sheriff's Custody Program and Board of Supervisors, amended the Work Furlough Ordinance to include job training and educational opportunities
- With Sheriff's Office of Emergency Services (OES) and Regional Terrorist Threat Assessment Center, prepared two new homeland security grants for the County
- Participated in the annual Golden Guardian major disaster response training exercise
- Implemented a modified reimbursement agreement for Vehicle Theft Task Force to increase fiscal sustainability of the unit
- Supported the new Sheriff's transition and Transition Plan
- Continued to serve as fiscal agent for the OES Joint Powers Authority; Vehicle Theft Task Force and Narcotics Task Force
- Continued to provide Court Security budget services to the Court

Story Behind Performance

The Sheriff's Office continues to maintain a high customer satisfaction rating of 95%. The rating indicates the quality of law

enforcement services provided by the Sheriff's Office for San Mateo County citizens.

Over the last decade and a half, the Sheriff's Office has maintained low administration-to-operations ratio, consistently reflecting less than 5% of the department's budget allocated for administrative purposes. This is a key indicator of departmental efficiency.

During the past year several significant Sheriff's Office projects have been either completed or taken to a major project milestone. Administration and Support Services provides support to these division projects through data gathering and reporting as well as providing other supportive materials, facilitation or support roles. These projects include Sheriff's Office participation in three major, multi-agency jail and inmate services planning entities: the Jail Overcrowding Task Force, the Jail Planning Committee, and the Inmate Re-Entry Services Committee; the countywide plan to migrate the Criminal Justice Information System and Sheriff's plan to implement a Jail Management System; and Sheriff's Investigation Bureau four new collaboratives with Department of Justice on Sexual Assault Felony Enforcement Task Force (SAFE), Firearms Domestic Violence Education and Intervention Project, the Armed and Prohibitive Task Force, and the California Multi-Jurisdictional Methamphetamine Enforcement Team.

The department is currently focusing on two major facility improvements or replacements: the Maple Street Correctional Facilities and the Coyote Point Firing Range. Additionally, there is a need for a dedicated and relocated facility for a combined County Emergency Operations Center and Public Safety Communications Dispatch Center.

Last year in response to the escalation of gang violence and criminal activities in many areas of the county, the Sheriff's Office established the countywide Gang Intelligence and Investigations Unit to provide a coordinated and sustained approach by local law enforcement to address gangs and gang violence. The department also coordinated and participated in the San Mateo County Gang Task Force in cooperation with the County Police Chiefs and Sheriff's Association. This year, the Gang Intelligence and Investigations Unit implemented all Grand Jury recommendations. Participation by other allied law enforcement agencies in both of these new programs is steadily increasing.

The Sheriff's Office Executive Team is committed to providing collaborative, contractual relationships with city, special district, State, and federal agencies. This approach contributes to several of the County's Shared Vision 2010 goals and commitments. The department will continue to pursue opportunities for service expansion through proposals to provide contract services and further development of special program units which are capable of providing desired contractual services, such as the Motorcycle Traffic Patrol Unit. Doing so expands the department's contractual capabilities and allows pursuit of special funding opportunities, including special district service reimbursements.

Major challenges over the next two years will be:

- To provide support for the Maple Street Correctional Facility study and construction project to the Board of Supervisors' Jail Planning Subcommittee
- To address gang violence, robberies and street crime impacting cities and unincorporated areas of the county
- To address the growing jail overcrowding issues in the county through participation the Jail Overcrowding Task Force and proactive planning; to mitigate increased jail population levels, through expansion of the Work Furlough and Electronic Monitoring programs, and collaborating with other County and community agencies in expanding community re-entry programs and services
- To replace the Criminal Justice Information system (CJIS) with a modern Jail Management System (JMS)
- To improve service delivery components of the Sheriff's Forensic Laboratory through additional grants and contracts for services
- To continue to provide a high level of service throughout the Sheriff's Office, and be recognized by county citizens and customer agencies as an organization focused on delivering quality services with high standards of integrity
- To support Sheriff's Office efforts in Pandemic Flu Response Planning and Continuity of Operations Plan for Emergency/ Disaster situations

Program Objectives

The Administration and Support Services Program will meet performance targets by doing the following:

Meet Administration Performance and Budget Targets

- Maintain a stable ratio of less than 5% of the total Sheriff's Office budget devoted to Administrative Support Services
- Manage new projects and initiatives to successfully complete 75% or more of them on schedule and within budget
- Process all civil wage garnishments within 24 hours of receipt, and all bank levies within statutory time periods

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Work with the Board of Supervisors, County Manager's Office and other County departments to establish biennial community meetings in the major unincorporated areas, with County representation from multiple front-line service departments
- Increase the distribution of the law enforcement services San Mateo County CARES survey
- Implement service improvement recommendations from community meetings and CARES surveys

Support the Implementation of Sheriff's Key Initiatives Identified for the Next Two Years

- Complete the Maple Street Correctional Facility needs assessment and preliminary project plan
- Identify funds for a Jail Management System, obtain consultant and complete request for proposals (RFP) process
- Support gang suppression efforts through the countywide Gang Task Force and Sheriff's Gang Intelligence and Investigations

Unit; support the newly established Firearms Domestic Violence Program, and Armed and Prohibitive Task Force

- Support the next phases of remodeling or replacing the Coyote Point Firing Range, an outmoded facility that is deteriorating due to age and lack of maintenance
- Support implementation of the expansion of the Sheriff's Relief Staffing Unit by supporting relief staffing needs of mandated posts while reducing current level of overtime expenses for relief staffing needs
- Support Sheriff's Office and countywide efforts in Pandemic Flu Response Planning to ensure continuity of operations in critical service areas

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of accounts receivable processed annually	646	741	720	720	720
Number of new financial orders received and processed annually:					
- Wage garnishments	1,490	1,390	1,400	1,410	1,415
- Bank levies	560	820	700	710	726
How Well We Do It (Quality)					
Administrative cost per department employee	\$7,486	\$5,675	\$7,200	\$7,650	\$7,890
Percent of department budget allocated to administrative services	4.3%	3.0%	4.2%	4.3%	4.4%
Is Anyone Better Off? (Outcome)					
Percent of CARES Survey respondents rating Sheriff's services as good or better	95%	98%	95%	90%	90%
Number of major projects and initiatives identified in budget	--	8	7	7	8
Number and percent of projects and initiatives completed on schedule	--	6 / 75%	5 / 72%	5 / 72%	6 / 86%
Number and percent of revenue accounts meeting or exceeding budget targets	20 / 77%	26 / 87%	21 / 73%	22 / 78%	23 / 82%

Administrative and Support Services (3011P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	28.0	27.0	27.0	27.0		27.0
Funded FTE	26.7	27.0	27.0	27.0		27.0
Total Requirements	4,638,843	3,790,017	5,451,344	5,048,584	(402,760)	5,176,710
Total Sources	5,886,922	4,305,246	4,205,210	4,230,666	25,456	4,230,666
Net County Cost	(1,248,078)	(515,229)	1,246,134	817,918	(428,216)	946,044
NCC Breakdown						
Local Grants Match			109,562	28,529	(81,033)	33,008
Realignment MOE			5,824	5,999	175	6,941
Trial Court Funding MOE			12,468	12,842	374	14,858
Mandated Services			948,134	750,176	(197,958)	867,953
Non-Mandated Services			170,146	20,372	(149,774)	23,284

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$817,918 or 19.7%, of which \$750,176 or 91.7% includes Mandatory Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary services include matching labor contributions towards Inmate Welfare Fund, CAL-ID Fund, Emergency Services Joint Powers Authority, Civil Support Services, Trial Court Funding Rule 810 and State Realignment. Discretionary Services include grants match (\$28,529), MOE requirements for other programs (\$18,841) and the allocated portion of administrative and support expenditures attributable to supporting non-mandated services within the Sheriff's Office (\$20,372).

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
25,456	(402,760)	0	0	(428,216)	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employee bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	128,126	0	0	128,126	0

Professional Standards Bureau (3013P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

► Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

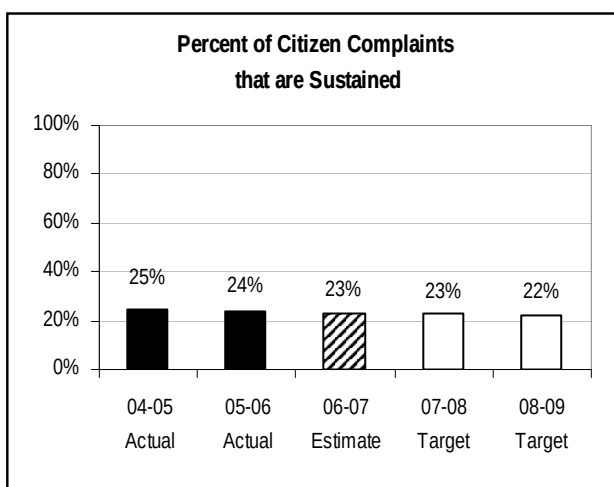
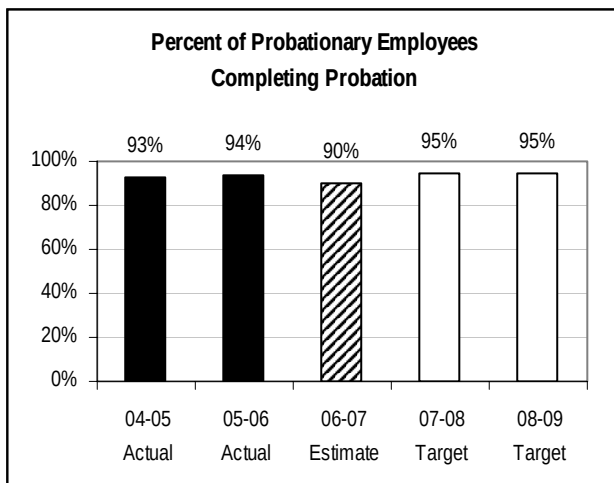
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Professional Standards Bureau recruits, evaluates, hires, trains and maintains records for candidates, employees and allied agencies to maintain adequate departmental staffing and training and to ensure a high level of professional standards, personnel conduct and job performance.

Services and Accomplishments

The Professional Standards Bureau (PSB) primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by coordinating candidate recruitment and background investigations; departmental personnel and payroll services; employee relations activities; investigation of complaints; evaluation and certification of citizens requesting special permits; internal administration of the employee disability program; and all phases of departmental employee training. The PSB works closely with the County's Human Resources Department.

The following are major accomplishments in the current year:

- Hired and trained 35 Deputies and Correctional Officers representing 10% percent of the total sworn workforce
- Increased Correctional Officer recruitments from two to four times a year
- Established and commenced hiring and development of procedures and policies for a Sheriff's Relief Staffing Unit to improve staffing resources for all Divisions and to reduce overtime costs; filled first nine Relief Staffing Unit positions
- Implemented first year of a full time Sheriff's Risk Manager to reduce liability by mitigating Workers' Compensation issues and civil liability
- Continued to maintain Police Officer Standards Training (POST) mandated training efforts with less funding by conducting weekly classes for sworn personnel while on duty
- Assisted the South Bay Consortium to build the San Mateo County Community College District's Regional Law Enforcement Training Academy facility and programmatic components, opened June 2006
- Restructured the Emergency Vehicle Operations Course (EVOC) driver training program with reduced funding from County's Risk Management
- Completed a preliminary study of Coyote Point Firing Range needs assessment in preparation for renovation or replacement options
- Assisted divisions in the department-wide revision of policies, procedures and training manuals
- Reviewed and revised Sheriff's Office General Orders in collaboration with County Counsel
- Supported the new Sheriff's transition plan

- Supported Sheriff's Administration, County Counsel and Board of Supervisors to develop and approve a comprehensive Records Retention Policies and Procedures

Story Behind Performance

The Professional Standards Bureau continues to recruit, conduct background investigations, hire and train the highest qualified candidates to fill Correctional Officer and Deputy Sheriff vacancies. The past two years have been a peak period for new hiring as the result of higher vacancy rates from retirements, relocations and new positions including Relief Staffing Unit positions. These factors resulted in the need to hire and train 10% percent of the total sworn workforce. These hiring and training rates are expected to continue for the next two years, as the Sheriff's Office fills the additional Relief Staffing Unit positions, as well as replaces ongoing retirements.

Of the Deputy and Correctional Officers hired this year approximately 45% are women and/or minorities. However, a specific area of concern remains the hiring of an adequate number of female Deputies and Correctional Officers for the supervision of female inmates in the Women's Correctional Center. Some of the factors that have negatively impacted sworn peace officer recruitment in the County, such as lack of affordable local housing and related commuting distances, may have a somewhat greater impact on potential female recruits, perhaps because of family-related concerns. This will be a continuing challenge for the Professional Standards Bureau in future years, particularly as the population of female inmates continues to grow.

The Training Unit, which oversees correctional officer training, police officer training, weapons training, and specialized training, conducted or arranged approximately 8,942 hours of training, with each sworn officer receiving an average of 18 hours of training this year. Additionally, the Training Unit works with the new Law Enforcement Regional Training Academy to ensure the success of the Academy in its start up years, including assigning a Deputy Sheriff as a full time training officer to the Academy.

The Risk Management Unit continues to monitor employee injuries, works to reduce the time employees are unable to perform duties and helps to prevent future injuries through the monitoring of Sheriff's Office safety procedures and policies.

The Internal Affairs Unit continues to implement a database to effectively monitor professional standards of officer conduct and performance. This system will provide early warning to intercede and operatively investigate potential problems to ensure Sheriff's Office standards are maintained.

A major study of options for improvement to the Coyote Point Firing Range is underway and will be presented to the Board of Supervisors in 2007. The Range is administered by the Sheriff's Office and serves 24 law enforcement agencies in the county as a location for State-mandated peace officer firearms qualification. Despite moderate improvements made since the Sheriff's Office assumed responsibility for the Range the facility is outdated and is deteriorating due to age and lack of maintenance.

Major challenges over the next two years will be:

- To support Sheriff's Office divisions undergoing staff transition through quality hiring, training and succession planning
- To continue efforts to increase hiring of female Deputies and Correctional Officers
- To fill the Sheriff's Relief Staffing Unit positions while meeting hiring goals in quality and diversity
- To implement a new personnel management software system
- To complete and present to the Board of Supervisors a proposal to replace the Coyote Point Firing Range

Program Objectives

The Professional Standards Bureau will meet performance targets by doing the following:

Improve Recruitment Percentage of Female Officer New Hires by 10%

- Develop a departmental recruitment plan for female candidate recruitment
- Perform two recruitments annually for the Deputy Trainee classification, with special emphasis on women looking to start a successful new career in law enforcement
- Continue Correctional Officer recruitment periods from two times to four times annually

Support Sheriff's Relief Staffing Needs

- Complete Relief Staffing Unit by hiring and training 18 additional relief positions over the next two years
- Manage Relief Staffing Unit assignments to support adequate relief staffing in 24/7 mandated posts
- Assist in evaluating the combination of permanent staff and overtime budget for relief, for maximum management of relief needs

Replace the Coyote Point Firing Range

- Assist with the study of replacement options for upgrading the current facility or rebuilding a new facility
- Provide staff support with research and project management in planning and implementation phases for the new facility
- Assist the County in moving forward with next steps

Implement Sheriff's Office Records Retention Policies

- Produce and disseminate training materials to Sheriff's staff on new policies and procedures for complying with records retention
- Work with County Counsel to ensure successful implementation and ongoing compliance

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of Deputies and Correctional Officers hired or promoted	40	42	35	35	35
Percent of initial applicants that are hired (Deputy/Correctional Officer)	5%	10%	10%	15%	15%
Number of hours training conducted:					
- Standards and Training for Corrections (STC)	380	400	400	525	525
- Police Officer Standards Training (POST)	3,600	3,600	3,700	3,750	3,800
- Non-mandated	2,350	3,637	3,840	3,900	4,000
Firing Range					
- Sheriff's Office	440	650	700	700	700
- All other agencies	1,260	1,360	900	900	900
Number of citizen complaints processed (Internal Affairs)	25	53	39	42	42
How Well We Do It (Quality)					
Percent of new hires/promotions (Deputy/Correctional Officer) successfully completing probationary period	93%	94%	90%	95%	95%
Percent of Deputies and Correctional Officers in compliance with POST and STC requirements	98%	97%	96%	98%	98%
Average hours training received per Deputy/Correctional Officer	17	18	18	18	18
Percent of citizen complaints investigated	95%	97%	98%	97%	97%
Is Anyone Better Off? (Outcome)					
Percent of new hires who are female and/or minority officers	47%	53%	45%	45%	45%
Percent of citizen complaints that are sustained at some level	25%	24%	23%	23%	22%

Professional Standards Bureau (3013P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	10.0	23.0	26.0	33.0	7.0	42.0
Funded FTE	9.7	20.6	25.8	31.5	5.8	40.5
Total Requirements	3,205,891	3,620,643	5,816,538	6,812,558	996,020	8,461,831
Total Sources	1,333,822	1,242,949	1,818,532	1,828,998	10,466	1,828,998
Net County Cost	1,872,069	2,377,694	3,998,006	4,983,560	985,554	6,632,833
NCC Breakdown						
Mandated Services			3,776,974	4,671,118	894,144	6,314,657
Non-Mandated Services			221,032	312,442	91,410	318,176

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,983,560 or 73.2%, of which \$4,671,118 or 93.7% includes Mandatory Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Peace Officer training, recruitment, background investigation, internal affairs investigation, and hiring which are currently provided with no specific MOE requirements. Discretionary Services (\$312,442) includes the allocated portion of administrative and support expenditures attributable to supporting non-mandated services within the Sheriff's Office.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; deletion of two positions to reconcile with the Master Salary Ordinance; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,466	(338,554)	0	0	(349,020)	(2)

2. Sheriff's Relief Staffing Unit

In order to alleviate relief needs and reduce reliance on overtime for relief in Sheriff's 24/7 mandated posts in Patrol and the Detention Facilities, eight Deputy Sheriff positions and one Sheriff's Sergeant position are added to the Sheriff's Relief Staffing Unit. This funding adjustment contributes to the department's goal of providing continuity of services while reducing reliance on overtime to meet those services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,334,574	0	0	1,334,574	9

3. Coyote Point Firing Range Replacement Study

A needs assessment will be conducted for replacing the Coyote Point Firing Range facility. This funding adjustment contributes to the program's goal of providing firing qualification requirements and weapons training needs to the department's sworn personnel.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	(75,000)	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,466	1,071,020	(75,000)	0	985,554	7

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	124,273	0	0	124,273	0

5. Sheriff's Relief Staffing Unit

To alleviate relief needs and reduce reliance on overtime for relief in Sheriff's 24/7 Mandated posts in Patrol and the Detention Facilities, nine additional Deputy Sheriff/Correctional Officer positions have been added to the Sheriff's Relief Staffing Unit. This funding adjustment contributes to the department's goal of providing continuity of services while reducing reliance on overtime to deliver those services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,525,000	0	0	1,525,000	9

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,649,273	0	0	1,649,273	9

Technical Support Services (3015P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau



Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

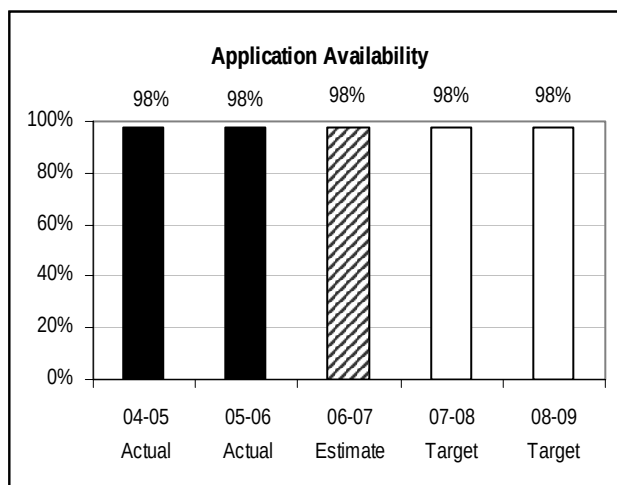
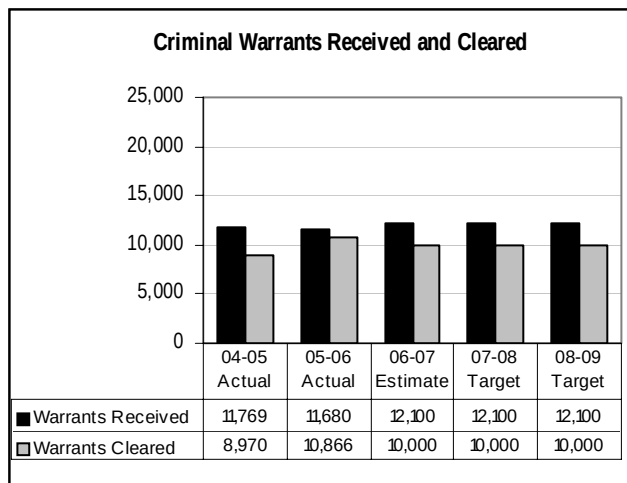
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Technical Support Services Bureau serves the Sheriff's Office and county law enforcement agencies by providing technical support and network management for criminal justice information systems and databases; providing efficient criminal records administration and research; and managing property and evidence to support informed and effective administration of criminal justice services and to help ensure the safety of law enforcement officers in the field.

Services and Accomplishments

The Technical Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a responsive, effective and collaborative government by supporting department efforts in three areas: Information Technology project management and support, Criminal Records administration, and Property and Evidence management. The Technical Services Unit manages and supports technology for the Sheriff's Office, Coroner's Office, and the countywide Message Switch System, which allows staff to carry out daily tasks and achieve Sheriff's Office priorities. The Criminal Records unit maintains criminal and public records, including criminal arrest warrants and crime reports occurring in the unincorporated areas and the incorporated cities/towns of Millbrae, Brisbane, Half Moon Bay, Woodside, and Portola Valley on a 24-hour, 7-day/week basis. The Property and Evidence Unit receives and securely stores incoming evidence; receives recovered or found property and notifies owners; lawfully releases or destroys unclaimed property or evidence after a case is adjudicated; and provides documentation and testimony to support court purposes.

The following are major accomplishments in the current year:

- Completed the startup and charter phases of the Jail Management System Project (JMS)
- Implemented in-car video for the patrol cars in Woodside and Portola Valley
- Implemented an on-line crime reporting system for use by citizens
- Completed the Message Switch system upgrade to a new hardware platform with a 10-year usable life span
- Concluded the upgrade of the jail mugshot system, which makes photos available to all county law enforcement agencies and sends mugshots to the state Cal-ID system
- Completed the San Mateo County On-line Records Exchange project (SM-CORE) to implement countywide police access to criminal record information
- Automated the download of crime report information from the San Francisco Airport Police to the Sheriff's Office Records Management System and document imaging system
- Implemented a new, easier to use search interface for the document imaging system
- Converted to electronic reporting of monthly crime information to the Department of Justice (DOJ)

- Put into operation a new property/evidence management system in the Property Unit
- Provided fingerprinting services to 6,260 County job applicants

Story Behind Performance

The Technical Services Unit continues to work on several key technology projects as well as the day-to-day support of technology in the Sheriff's Office.

A number of significant technology projects were completed or are underway, including the next phase of the mobile data computer project, which installs in-car video in some Patrol cars. This effort will improve officer safety and effectiveness in field patrol assignments. Other key projects include upgrading the jail mugshot photo identification system and putting this system on LawNet for access by other county police agencies to help identify suspects. In addition, County mugshots now go to the state Cal-ID system for statewide sharing.

The entire Sheriff's Server network was migrated to a secured pod within the County Data Center. This move provides a physically secured and climate-controlled environment for the Sheriff's critical law enforcement network and supported software systems. The Sheriff's Office network is now compliant with the DOJ security requirements.

The Records Bureau continues to make paper-based information available electronically to authorized persons in the Sheriff's Office and to function as the custodian of records for the Sheriff's Office and five contract jurisdictions.

The Sheriff's Office continues to be the primary applicant fingerprinting service in San Mateo County, with 6,000 to 7,000 applicants served annually.

Major challenges over the next two years will be:

- To complete the comprehensive and essential project to acquire and implement a Jail Management System (JMS)
- To expand the use of Mobile Data Computer (MDC) equipment in Sheriff's vehicles by implementing additional in-car video systems and additional MDC systems
- To migrate the Criminal Justice Information System (CJIS) from the mainframe to new hardware and software platforms saving the County ongoing maintenance costs

Program Objectives

The Technical Support Services Program will meet performance targets by doing the following:

Complete or Initiate Major Technology Improvements

- Continue to work with the county criminal justice agencies and Information Service Department to implement CJIS migration plan, a multi-year project
- Conduct a needs assessment for a Jail Management System; issue request for proposal (RFP) for JMS vendor

- Complete onsite Crime Laboratory implementation of the forensic Laboratory Information System (LIMS)
- Complete the new property system

Increase by 4% the number of Criminal Warrants Cleared by County Criminal Justice Agencies

- Communicate and collaborate with other departments and agencies through the quarterly Automated Warrant System (AWS) Warrant Status Report provided to all county law enforcement agencies
- Seek additional contract opportunities to provide cost-effective, centralized warrant services under contract to county police agencies

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2004-05 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of users supported:					
- Sheriff's Office	675	719	720	740	740
- Coroner's Office	15	20	20	20	20
- Millbrae Police Department	30	33	33	35	35
Number of Message Switch System user agencies served	34	35	35	35	35
Number of PCs supported:					
- Sheriff's Office	480	522	530	540	540
- Coroner's Office	15	16	16	16	16
- Millbrae Police Department	25	43	43	45	45
Number of job applicants fingerprinted	7,437	7,081	6,260	6,100	6,000
Number of criminal warrants:					
- Total maintained	26,019	26,247	26,000	26,000	25,500
- New warrants received	11,769	11,680	12,100	12,100	12,100
How Well We Do It (Quality)					
Application availability	98%	98%	98%	98%	98%
Total Technical Services Unit (TSU) Help Desk calls	595	900	1,150	1,150	1,200
Is Anyone Better Off? (Outcome)					
Number and percent of criminal warrants cleared by county criminal justice agencies	8,970 / 24%	10,866 / 29%	10,000 / 26%	10,000 / 30%	10,000 / 30%
Percent of TSU Help Desk calls closed	96%	95%	98%	98%	98%

Technical Support Services (3015P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	28.0	28.0	28.0	27.9	(0.1)	27.9
Total Requirements	4,351,420	3,817,393	3,985,713	4,198,886	213,173	4,286,487
Total Sources	1,152,159	833,395	863,197	893,785	30,588	893,785
Net County Cost	3,199,262	2,983,998	3,122,516	3,305,101	182,585	3,392,702
NCC Breakdown						
Federal Grants Match			39,280	41,042	1,762	42,130
Local Grants Match			319,799	295,573	(24,226)	303,406
Mandated Services			2,234,643	2,157,280	(77,363)	2,214,447
Non-Mandated Services			528,794	811,206	282,412	832,719

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$3,305,101 or 78.7%, of which \$2,157,280 or 65.3% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Criminal Records and Property and Evidence management, currently provided with no specific MOE requirements. Non-discretionary services (\$336,615) represent the County's matching requirements for the Records Management System (RMS) and Community Oriented Policing Services (COPS) Technology grants and specific MOE requirements for the CAL-ID and Message Switch System Joint Powers Authority programs. Discretionary Services (\$811,206) include department-wide technical information technology and project support services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; deletion of one position to reconcile with the Master Salary Ordinance; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,580	175,872	8,293	0	182,585	(1)

2. Extra Help Property Officer to Permanent Property Officer

A new full-time Property Officer has been added to the Sheriff's Property Unit. An increase in the fingerprinting service fee and a reduction in extra help will fully offset costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,008	29,008	0	0	0	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
30,588	204,880	8,293	0	182,585	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employee bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	87,601	0	0	87,601	0

Sheriff's Forensic Laboratory (3017P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program



Forensic Laboratory

Patrol Bureau

Investigations Bureau

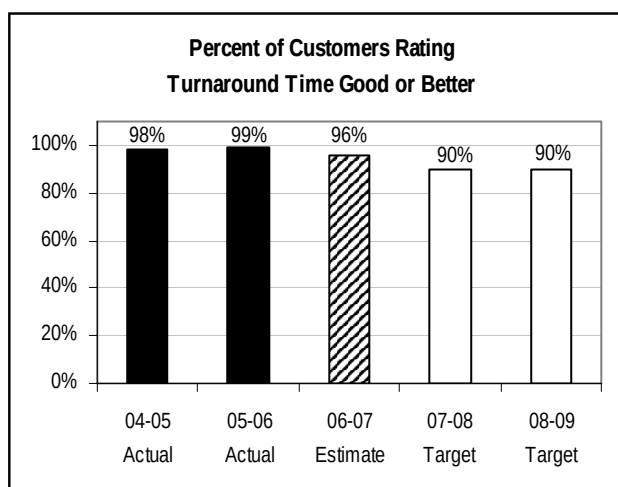
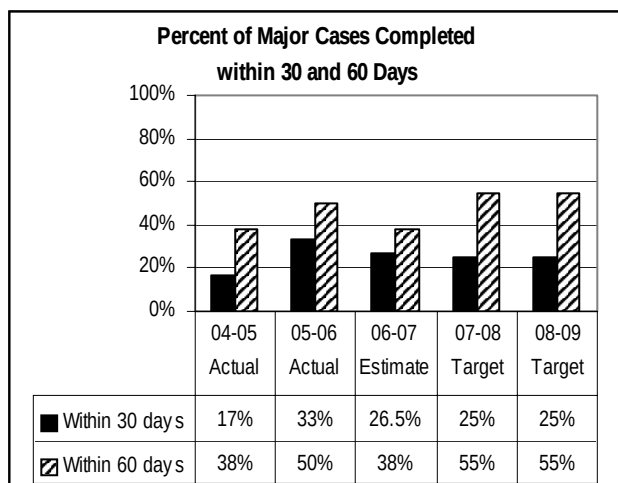
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The San Mateo County Forensic Laboratory serves all criminal justice agencies by providing specialized investigative and scientific analytical services, which results in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety.

Services and Accomplishments

The Forensic Laboratory contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by ensuring proper evaluation and analysis of evidence collected at a crime scene, which is instrumental to the investigation, solution and prosecution of crimes. Forensic laboratories make critical and cost effective contributions to law enforcement. Timely identification or elimination of suspects improves the quality of justice and saves countless hours of investigative time that would otherwise be spent on circumstantial evidence, or following false leads. These activities directly help maintain and enhance the safety of residents and visitors; assist vulnerable portions of our population to achieve a better quality of life; and help children to grow up in safe neighborhoods.

The following are major accomplishments in the current year:

- Implemented a new Laboratory Information Management System (LIMS)
- Continued collaboration with the Santa Clara County Forensic Laboratory and private laboratories
- Cross-trained professional staff to help achieve better turn around times on casework and ensure staff depth in critical service areas
- Developed a full-service DNA Analysis Unit with National DNA search capabilities
- Entered into a contract with the Vallejo Police Department to conduct forensic services to increase the Forensic Laboratory's revenue stream

Story Behind Performance

Fiscal Year 2006-07 has again seen the Forensic Laboratory moving forward to better serve its client agencies in a number of different arenas. The Laboratory has implemented a Laboratory Information Management System (LIMS), which has aided in streamlining the Laboratory's Property Unit in evidence tracking and handling, analysis request documentation and Firearms Reference Collection inventory. The LIMS system has also incorporated electronic signature pads for evidence transfers to reduce the use of paper. The LIMS system is currently being employed by several units in the Laboratory including Latent Prints, Controlled Substances and Blood Alcohol to do electronic on-line note taking of analysis. As a management tool, LIMS tracks analysis requests which supervisors use to make case assignments and monitor Laboratory turnaround times. In the second phase of LIMS rollout, the Laboratory's client

agencies will have the ability to track in real-time their case status, download laboratory analysis reports, and submit case information for incoming evidence. These added features will not only allow the Laboratory's client agencies greater access to their cases, but will save valuable Laboratory staff time that can be redistributed to other areas to better serve the county's criminal justice community.

The Laboratory continues to maintain a professional relationship with the Santa Clara County Crime Laboratory in areas of forensic analysis that are not of high enough volume for our Laboratory to maintain competency and efficiency in case analysis. This year, the Laboratory established a similar professional relationship with the Los Angeles County Coroner's Office for their laboratory to conduct Gun Shot Residue analysis, saving the purchase of an extremely expensive instrument while achieving excellent analysis times for all investigative leads and trial calendars. The Laboratory has also maintained its contract with Redwood Toxicology Laboratory, a private toxicology laboratory, to obtain quicker analysis results at a better economic value. Timely analysis is a key measure of success. If evidence cannot be examined within deadlines imposed by the courts, cases are delayed lengthening the time suspects are incarcerated before trial and placing a strain on the crime victims and their families. Delays can also cause release of offenders who may re-offend while awaiting trial.

In an effort to meet the timely demand for service, the Laboratory implemented a cross-training program to ensure that each member of the staff is able to work to their fullest capacity and contribute as a team to handling the Laboratory's incoming workload. This is critical when staff are called away to respond to crime scenes, lengthy criminal trials, or are absent from the Laboratory for extended periods. Each professional staff member who is currently assigned to the call-out rotation is fully trained in all aspects of crime scene work to function as an efficient unit in this very demanding and critical aspect of forensic work.

With the successful FBI/DNA Audit which allows the Laboratory to enter its own DNA Profiles into the National DNA Database (CODIS), positive associations have been established aiding local law enforcement crucial investigative leads and saving valuable time getting violent offenders off the streets. The Laboratory also employs national and international databases to aid in its transition from a reactionary laboratory to a proactive tool, to generate positive suspect associations in the most violent of crimes. These databases are Automated Fingerprint Information System (AFIS), for latent prints and National Integrated Ballistics Information Network (NIBIN), for firearms evidence.

To further increase the effectiveness of the Forensic Laboratory an additional five staff members have been recruited: two for the Forensic Biology Unit (DNA), one in the Latent Prints Unit, one in the Property Unit, and the last into the Firearms Unit. With the addition of the scientist in the Firearms Unit this ends a three year international search to fill this firearms position and, in fact, the new employee

comes to the County from Canada and was one of the inventors of the NIBIN Database instrumentation. For the first time in almost a decade, the Forensic Laboratory is at full staffing levels.

To offset operating costs and increases in employee salaries and benefits, the Laboratory has sought additional revenue through contract opportunities with other agencies. This year, the Laboratory entered into a services agreement with the City of Vallejo for \$150,000.

Major challenges over the next two years will be:

- To maintain current laboratory accreditation
- To begin accreditation process for the ASCLD/LAB change over to ISO/IEC17025:2005(E) standards
- To increase interaction between Laboratory staff and partners in the criminal justice system through continued joint training programs and collaboration of case management through major incident meetings and using the LIMS through the LawNet
- To establish a secure network so the LIMS may be utilized by other county law enforcement agencies
- To continue to improve evidence processing turnaround times
- To seek additional Laboratory revenue through grant opportunities

Program Objectives

The Forensic Laboratory will meet performance targets by doing the following:

Continue to Improve Laboratory Capabilities and Service Levels

- Fully utilize the Laboratory's databases in DNA, Latent Prints and Firearms Analysis to develop suspectless case leads and make associations to serial criminal behavior
- Complete LIMS system rollout to client agencies and streamline critical information to and from the Laboratory
- Continue cross training of professional staff to increase efficiency of each unit and form the basis of a team approach to casework requiring multiple analyses
- Begin moving the Laboratory's quality system to new international standards required under ISO/IEC
- Continue working with county criminal justice agencies to reduce and refine the amount of evidence submitted for examination per case through direct outreach and through regular police officer and deputy district attorney training programs

Explore Opportunities for Additional Revenue

- Seek an additional \$100,000 per year, or more, in forensic science grant
- Seek out other cities outside of San Mateo County in need of contract laboratory services, and determine if the laboratory can cost-effectively provide desired contract services with a resulting net income growth for the lab

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Total number of major case items received	4,134	3,150	3,600	3,600	3,600
- Firearm items	1,033	787	900	900	900
- Latent print items	2,067	1,575	1,800	1,800	1,800
- Forensic Biology (DNA) items	1,033	787	900	900	900
Number of alcohol case items received	1,966	1,025	1,250	1,250	1,250
Number of drug case items received	5,328	3,552	2,171	2,171	2,171
Number of field calls	30	28	15	20	20
Number of items and analysis requests generated by field calls	150	140	75	100	100
How Well We Do It (Quality)					
Field call meetings and reports completed within 10 business days	80%	80%	85%	90%	90%
Positive Associations ⁽¹⁾					
- AFIS Positive Associations	---	---	36	---	---
- CODIS Positive Associations	---	---	15	---	---
- NIBIN Positive Associations	---	---	5	---	---
Major cases:					
- Average turnaround time (in days)	72	41	83	50	50
- Percent completed in less than 30 days	17%	33%	26.5%	25%	25%
- Percent completed in less than 60 days	38%	50%	38%	55%	55%
Alcohol cases:					
- Average turnaround time (in days)	3.3	2.5	2.5	3	3
- Percent completed within 5 days of receipt	---	---	98%	100%	100%
Drug cases:					
- Average turnaround time - days	3	4	11.5	3	3
- Percent completed within 4 days of receipt	---	---	10%	20%	20%
- Percent completed within 7 days of receipt	---	---	50%	75%	75%
Is Anyone Better Off? (Outcome)					
Percent of customers rating turnaround time as good or better	98%	99%	96%	90%	90%
Percent of customers rating forensic laboratory services as good or better	98%	100%	95%	90%	90%

⁽¹⁾ AFIS, CODIS and NIBIN Database Positive Associations are recorded as actuals only. FY 2006-07 is the first year that data is available.

Sheriff's Forensic Laboratory (3017P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	26.0	29.0	32.0	32.0		32.0
Funded FTE	25.8	28.7	32.0	32.0		32.0
Total Requirements	4,747,544	5,475,487	6,325,447	6,527,533	202,086	6,605,776
Total Sources	3,425,480	3,846,888	4,632,779	4,604,050	(28,729)	4,624,695
Net County Cost	1,322,064	1,628,599	1,692,668	1,923,483	230,815	1,981,081
NCC Breakdown						
Federal Grants Match			300,699	358,244	57,545	372,573
Local Grants Match			1,220,866	1,257,492	36,626	1,307,792
Mandated Services			171,103	307,747	136,644	300,716

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,923,483 or 29.5%, of which \$307,747 or 16.0% includes Mandated Services currently with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services with currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated services amount reflected in this program includes a portion of this Public Safety overmatch. Other Mandated Services include Blood Alcohol analysis for law enforcement agencies, currently provided with no specific MOE requirements. Non-discretionary services (\$358,244) represent the County's matching requirements for federal JAG grant and state CAL-ID program funding. Discretionary Services (\$1,257,492) include a County and city cost-sharing arrangement established in FY 2003-04 by the Crime Lab Executive Steering Committee commits the County to matching city fees-for-service, but with no specified MOE.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172); adjustments to grants revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(28,729)	202,086	0	0	230,815	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs. Revenue for crime lab service fees has been adjusted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
20,645	78,243	0	0	57,598	0

Patrol Bureau (3051P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory



Patrol Bureau

Investigations Bureau

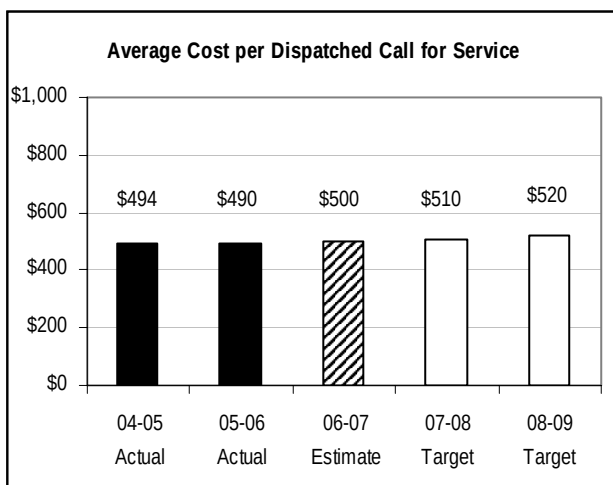
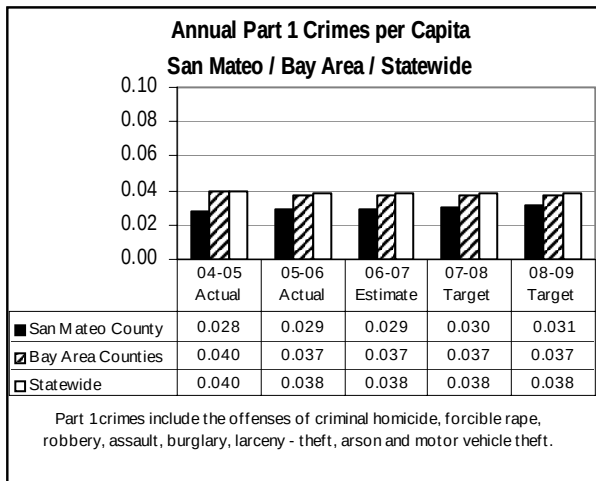
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Patrol Bureau strives to improve the quality of life in San Mateo County by providing a high level of public service and keeping communities safe through enforcement, prevention, education and community policing efforts in partnership with communities, other governmental entities and schools.

Services and Accomplishments

The Patrol Bureau contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing general law enforcement services to the unincorporated areas of the county, and within five contract jurisdictions, including various levels of service to the police department of East Palo Alto; full police services within the Towns of Woodside and Portola Valley; supplemental policing services to County Service Areas #1 and #8, and transit police services for SamTrans/JTPA Transportation District. The Patrol Bureau is comprised of Headquarters Patrol (serving bayside areas); Coastside Patrol (serving all coastal beats); Transit Police; Canine Officer Services; and the Sheriff's Motorcycle Unit. The Patrol Bureau incorporates a strong community policing philosophy into all services and activities provided, which facilitates a sense of partnership with the communities and customers served.

Under contract with the San Mateo County Transit District (SamTrans) and the Peninsula Joint Powers Board (JPB/Caltrain), the Sheriff's Transit Police provides law enforcement and investigative services to the municipal bus system and commuter railroad. Combined, these systems transport approximately 48,000 passengers per day on more than 300 busses and 96 trains including 70 high-speed "Limiteds" and "Baby Bullets" over 81 miles of track throughout San Francisco, San Mateo and Santa Clara counties. The unit strives to improve the safety and security of the users and workers on these systems through professional and reliable police services, innovative problem solving, and working collaboratively with federal, state and local agencies.

The following are major accomplishments in the current year:

- Provided increased traffic enforcement during commute hours due to Highway 1 closure at Devil's Slide
- Added less-than-lethal use of force equipment and policies to patrol fleet
- Established a service contract with the East Palo Alto Police Department for supplemental patrol beat activities due to an increase in violent crime in the city; provided additional mutual aid beginning in February 2007 to respond to crisis levels in violent crime
- Participated in Gang Task Force Enforcement with other San Mateo County law enforcement agencies
- Added a motorcycle traffic unit to the Town of Woodside
- Developed a Tsunami Response Plan with Coastal Public Safety Agencies

- Implemented the High Intensity Safety Enforcement Program (HISEP) to increase danger awareness and future voluntary compliance with traffic enforcement at Caltrain rail crossings
- With funding from the Bureau of Justice Affairs, joined mental health practitioners with law enforcement personnel to respond to and reduce the incidences of suicide on the Caltrain transit system
- Committed one Deputy Canine Handler to participate in Pups for Peace pilot counter terrorism training program
- Continued to conduct tobacco stings enforcement to all tobacco retailers in the unincorporated areas
- Provided Sober Prom Presentation to educate students at Half Moon Bay and Woodside High Schools

Story Behind Performance

The crime rate in San Mateo County is 0.029 compared to 0.037 for the eight bay area counties and 0.038 statewide. While the crime rate in San Mateo County continues to be lower than neighboring bay area counties and statewide the number of major crimes, that is crimes against persons and significant property-related crimes, in San Mateo County began increasing two years ago after five years of stability. Early 2007 indicators, both within and outside the county, show that major crimes will continue to rise.

In the City of East Palo Alto gang-related shootings and deaths are common weekend occurrences. Increased gang activity and gun-related crimes, armed robberies, and violence have also been reported in several other peninsula cities and in unincorporated county areas, such as North Fair Oaks. In 2006 the Sheriff's Office responded to eleven requests from peninsula cities for temporary mutual aid support including assistance with special events, providing shift relief to allow a department to grieve a fallen officer, and assistance with major street sweeps to control street gang violence. Jurisdictions assisted include Millbrae, Daly City, Pacifica, Half Moon Bay, Menlo Park and East Palo Alto. The Sheriff's Office remains committed to working with all communities in the county to prevent and detect crime and to apprehend criminals.

Response times for priority or emergency service calls range from 4:05 minutes in urbanized service areas to 13:8 minutes in rural service areas. Urbanized response times are projected to continue moderately increasing due to increasing traffic congestion and static staffing levels. Coastside and rural response times vary by location and have also increased slightly, but are expected to vary less than urban areas. Transit response times are longer because of the much wider geographic area covered, and because often the scene of response, such as a train or bus, is also moving as the Deputy is responding. With the addition of two new Deputies, it is hoped that a minute or two can be shaved off current response times.

The number of dispatched calls for Patrol service is projected to increase due to crime trends and increased population in urbanized areas. The number of citations issued is projected to decrease due to staffing vacancies. Parking citations have also decreased due to the elimination of a Community Service Officer (CSO), as well as increased duty responsibilities for remaining CSO positions.

The number of dispatched calls for Transit Police service has grown steadily and is expected to be over 6,250 in FY 2007-08. Transit police citations have also increased to approximately 6,000 annually, due to the addition of Transit Special Enforcement Officers, who write citations for fare violations on-board, as well as issuing parking citations at the train stations. These citations generate approximately \$115,000 annually in revenue to SamTrans, and have helped improve safety, parking congestion, and responsible ridership. As a result of increased public awareness and a directed publicity campaign by SamTrans, there has been a marked increase in the number of callers using the 1-877-SAF-RAIL hotline developed by the Transit Police unit.

Major challenges over the next two years will be:

- To address growing gang-related violence in collaboration with the Sheriff's Office Street Crimes Unit, countywide Gang Task Force, CHP and local police departments
- To address the need for a counter-terrorism training program for public transit train crews, bus operators, and other key personnel
- To continue to collaborate with the Multi-Culture Institute to improve the Day Workers Program in the North Fair Oaks area.
- Improve response capabilities to major events and disasters by continuing to work in cooperation with other public safety agencies
- To continue to improve traffic enforcement in congested unincorporated areas and explore the expansion of traffic services in designated County Service Areas
- With the Office of Emergency Services address the need for improved community disaster preparedness and stakeholder desires for additional neighborhood Community Emergency Response Team (CERT)
- To improve the investigative capability of the Transit Police Unit to respond to and identify suspects in gang incidents on buses and help reduce train-related fatalities
- To continue to address requests from merchants and residents for increased foot patrols by Deputies along Middlefield Road in North Fair Oaks due to increased gang activity

Program Objectives

The Patrol Bureau will meet performance targets by doing the following:

Reduce Gang-Related Violence

- Continue to work collaboratively with the countywide Gang Task Force due to a significant increase in gang violence
- Continue to explore opening a substation in Pescadero to increase the Sheriff's patrol presence within the community
- Continue to increase Sheriff's presence at the Moonridge housing development by implementing a Sheriff's sub-station
- Continue to work in partnership with local businesses to increase employer participation in a successful Day Worker Program
- Continue to track statistics and report back to the Board of Supervisors on the implementation and success of the Day Worker Program

Improve Traffic Enforcement and Patrol Service Levels

- Continue to work in partnership with California Highway Patrol (CHP) on enforcement issues in unincorporated areas, utilizing more radar and speed trailers
- Complete a plan for expanded traffic enforcement in County Service Areas #1 and #8
- Continue to increase traffic enforcement in Woodside, Portola Valley and Eichler Highlands with strategic patrolling at certain times and locations to prevent crime and address traffic enforcement issues
- Continue to participate in countywide Avoid-the-23 DUI details throughout FY 2007-08
- Continue working with the County Manager's Office and the Board of Supervisors to identify a plan and funds to add a designated patrol Deputy in the Crystal Springs area to respond to anticipated increase in service calls
- Implement expanded transit explosive ordinance disposal (EOD) patrol service on-board Caltrain and at train stations throughout the corridor
- Establish a court-approved course on the Transit Police website (Traffic School) for violators of transit safety laws
- Implement Pups for Peace training

Improve Community Outreach

- Continue communication with homeowner associations and other agencies in the community; conduct community dialogue meetings and promote community policing philosophy; and increase education efforts on prevention via community newspapers, e-mail distribution lists and a telephone call system
- Work with the County Manager's Office and other front-line county agencies to establish a plan for formal, multi-agency community meetings in the major unincorporated area communities

Respond to Stakeholder Concerns for Increased Visibility of Sheriff's Patrol Services and Improved Community Traffic Enforcement

- Increase traffic signage in key roadways and intersections
- Increase and post hours that substations are open to the public
- Maintain consistent assignment of patrol Deputies for improved communication with local residents and better knowledge of community issues and "hot spots"
- Assist communities with development of local CERT disaster preparedness groups, in conjunction with Office of Emergency Services
- Continue to participate in community activities, including Sheriff's Activity League events, Dream Machine Event, Mavericks Surfing Completion, July 4th parade, and the North Fair Oaks Community Festival

Improve Transit Police Service Levels

- Establish and implement protocols and creative programs to meet a growing workload; integrate the Office of Traffic Safety Motorcycle and Bureau of Justice Affairs grants and new suicide bomber interdiction team into daily operations
- Collaborate with Public Safety Communications to provide call-taker training for SamTrans customer service staff

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of dispatched calls for service:					
- Patrol services	57,662	57,831	57,000	59,000	60,000
- Transit Police	4,310	4,975	6,254	6,500	6,500
Number of citations issued:					
- Patrol services	11,453	9,189	9,850	11,000	12,000
- Transit Police	5,918	6,250	6,104	6,000	6,000
Number of total traffic activities by Patrol Deputies (non-citation)	15,298	16,681	16,452	17,000	17,800
Number of right-of-way trespassing interventions annually (CalTrain)	115	120	300	275	275
How Well We Do It (Quality)					
Average response time for priority dispatched calls (in minutes):					
- Urbanized service areas	3.2	3.3	3.7	3.45	3.45
- Rural service areas	9.6	10.5	11.0	11.0	11.0
- Transit (system-wide 3 counties)	21.0	18.2	17.0	17.0	17.0
Number of transit-related arrests	164	150	140	156	160
Average cost per dispatched Patrol service call	\$494	\$490	\$500	\$510	\$520
Is Anyone Better Off? (Outcome)					
Annual number of Part 1 crimes	20,093	21,226	21,500	22,000	22,250
Annual Part 1 crimes per capita:					
- San Mateo County	.028	.029	.029	.030	.031
- Eight bay area counties	.040	.037	.037	.037	.037
- Statewide	.040	.038	.038	.038	.038
Number of on-board assaults annually:					
- CalTrain commute trains	8	15	15	17	17
- SamTrans buses	7	18	22	25	25
- Total assaults	15	33	37	42	42

Patrol Bureau (3051P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	97.0	100.0	107.0	104.0	(3.0)	104.0
Funded FTE	97.5	99.0	107.0	104.0	(3.0)	104.0
Total Requirements	20,225,048	21,726,781	22,602,540	23,254,757	652,217	23,835,873
Total Sources	12,218,970	12,737,755	12,947,637	13,410,143	462,506	13,410,143
Net County Cost	8,006,077	8,989,026	9,654,903	9,844,614	189,711	10,425,730
NCC Breakdown						
State Grants Match			85,268	30,000	(55,268)	31,770
Local Grants Match			415,160	400,272	(14,888)	423,888
Mandated Services			8,533,160	8,925,686	392,526	9,452,585
Non-Mandated Services			621,315	488,656	(132,659)	517,487

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$9,844,614 or 42.3%, of which \$8,925,686 or 90.7% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as basic Sheriff's Patrol services and the Bomb Squad which are provided with no MOE requirement. Non-discretionary Services (\$430,272) represent the County's MOE requirement for the Avoid-the-23 DUI Grant, and local grants for school resources and community policing services. Discretionary Services (\$488,656) include the Schools Resources program, Sheriff's Activity League after school enrichment programs, Community Policing services, and the countywide SWAT and Hostage Negotiations Team.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; deletion of three positions to reconcile with the Master Salary Ordinance; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
462,506	652,217	0	0	189,711	(3)

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employee bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	581,116	0	0	581,116	0

Investigations Bureau (3053P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau



Investigations Bureau

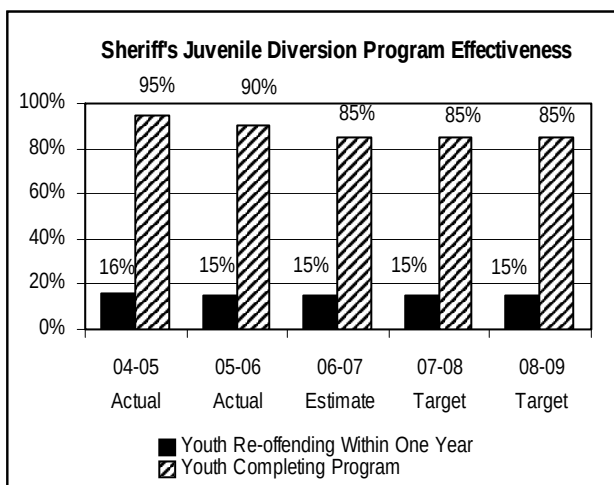
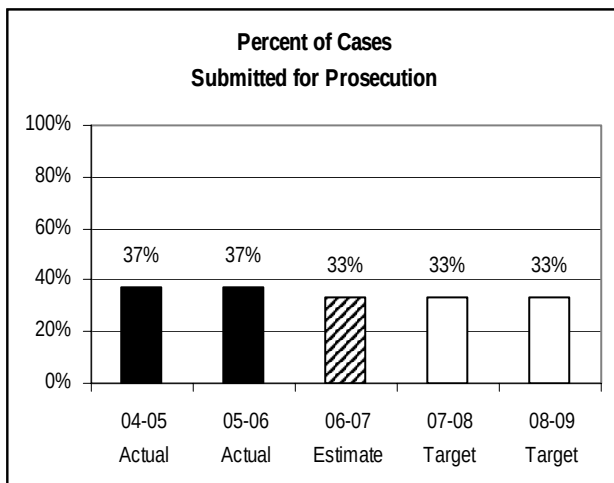
Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Investigations Bureau provides thorough and effective investigative and specialized services to the public and to San Mateo County criminal justice agencies to ensure a safer community and provide a foundation for investigation and prosecution while promoting countywide and area-wide collaborative partnerships. The Investigations Bureau also provides intervention for at-risk youth and first-time offenders as an alternative to the juvenile justice system to reduce recidivism and promote stronger families.

Services and Accomplishments

The Investigations Bureau contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing law enforcement investigative services for the unincorporated areas and contract cities in the county and specialized investigative support to criminal justice agencies through countywide and area-wide collaborative partnerships. The task force units providing specialized investigative support include: Countywide Narcotics Task Force (CNTF), Vehicle Theft Task Force (VTTF), Northern California High Intensity Drug Trafficking Area (HIDTA), Regional Terrorism Threat Assessment Center (RTTAC), San Francisco International Airport Cargo Theft Task Force (CTTF), the Rapid Enforcement Allied Computer Team (REACT), the Regional Computer Forensic Laboratory (RCFL), the Sexual Assault Felony Enforcement Task Force (SAFE), the Joint Terrorism Task Force (JTTF), and the Countywide Gang Intelligence and Investigations Unit.

The following are major accomplishments in the current year:

- Countywide Gang Intelligence and Investigations Unit is established and provides a coordinated and sustained approach by local law enforcement to gang suppression. One employee is deputized under the FBI Task Force, allowing San Mateo County to take high threat cases to federal court for enhanced sentencing under the federal courts.
- Sexual Habitual Offender Program/Sexual Assault Felony Enforcement Task Force (SHOP/SAFE) Investigators are working internet crimes against children cases in San Mateo County
- Open and Unsolved Cases team within the Major Crimes Unit is reopening and investigating unsolved homicide cases
- CNTF increased staffing and overall coordination with Federal Narcotics Enforcement partners; concluded a three year multi-agency investigation involving national and international drug trafficking organizations operating in San Mateo County; established operational an agreement with San Benito, Monterey and Santa Cruz Counties in support of the California Multi-jurisdictional Methamphetamine Enforcement Teams grant program
- VTTF implemented a modified reimbursement agreement with contributing agencies to help fiscal stability of unit.

Story Behind Performance

The rate at which cleared cases are submitted for prosecution is a significant measurement of case follow-up and investigative capabilities. The Investigations Bureau has maintained this rate over time despite an increase in crime and reduced budget and staffing capacity. In addition, all counties were required to submit crime clearance rate statistics to the State of California. The State has recently recognized that the methodology for collecting this data is inconsistent and as a result has suspended collection of this data until a reliable methodology can be established. The Investigations Bureau will continue to report the number of cases sent to the District Attorney's Office for Prosecution as a measure of successful investigations.

Since 2002, the San Mateo Countywide Narcotics Task Force has worked collaboratively with state and federal narcotic enforcement partners in investigating multiple drug trafficking organizations operating in San Mateo County. High level cases were concluded this year, but required all of the resources of the CNTF and subsequently diverted agents from other investigations. The cases concluded with planned operation involving over 300 law enforcement officers from Los Angeles to the State of Hawaii. Long term investigations resulted in the seizure of over 114 pounds of cocaine, 41 pounds of methamphetamine, and over 1.4 million dollars in cash. Due in part to the success of these investigations and the relationships forged over several years of collaboration, the FBI assigned a Special Agent to CNTF. These investigations also affirmed the commitment of targeting drug trafficking organizations as mandated by the Office of National Drug Control Policy and the Northern California High Intensity Drug Trafficking Area, who provide supplemental funding to CNTF.

Juvenile diversion services and parent education continue to be a priority. The Juvenile Diversion Program offers two services: Diversion, which is directed at youth who have committed a minor non-violent crime; and Intervention, which is directed at youth who have not committed a crime, but are exhibiting behavioral problems at school or home. In total, about 60 minors and 300 families are served annually, with an additional 110 parents attending the Parent Education Program classes. Ongoing follow-up research shows that only about 15% to 20% of minors going through formal diversion recidivate within one year of program graduation, compared to an estimated 60% to 80% of youth who recidivate without intervention. The Youth Services Unit works with schools, police departments, and the Probation Department to help prevent juvenile crime through coordination with the School Resource Officer program and through coordination of monthly countywide Juvenile Officers meetings to review trends, identify youth gang activity, and develop strategies. Many of the behaviors that contribute to incidents of juvenile crime can be treated through school and family-based programs such as the Sheriff's Diversion program. While not a mandated service, juvenile diversion services are a cost effective way to promote pro-social behavior and redirect youth away from the criminal justice detention system. Staff routinely evaluate ways in which more youth can be served. In fall 2006, staff participated in an off-site retreat to determine if a Juvenile Impact Program could be implemented to

enhance existing youth services. The Juvenile Diversion Program remains highly successful with a recidivism rate of approximately 15%.

In September 2005 the Investigations Bureau established the Gang Intelligence and Investigations Unit to serve as the centralized clearing-house of gang related activities and gang member information, including operating a confidential hot line for citizen reporting; and to conduct long term investigations that target criminal street activity to identify, dismantle, and prosecute in state and federal courts criminal organizations.

In its first year, the Gang Intelligence and Investigations Unit responded to approximately 60 service calls to conduct full background checks, provide case management assistance, conduct statistical charting, and validate approximately 60 gang members in San Mateo County. Working with city police departments throughout the county and the Probation Department, the Gang Intelligence Unit's contribution to decreasing gang-related activities will continue to increase.

Major challenges over the next two years will be:

- To increase Juvenile Diversion Program participation
- To significantly impact gangs and gang violence through coordinated efforts of the Gang Intelligence and Investigations Unit and Countywide Gang Task Force
- Maintain city agency commitments to contributing officers to the Countywide Gang Task Force despite budget and staffing shortages
- Reduce availability of methamphetamine and its effects on innocent children who are exposed to a drug endangered environment through a coordinated effort of the Countywide Drug Endangered Children Committee

Program Objectives

The Investigations Program will meet performance targets by doing the following:

Increase the Number of Juvenile Diversion Program Participants and Maintain a Recidivism Rate of Less than 20%

- Offer individual, group and family counseling
- Provide formal in-school and home follow-up for youth in the Diversion Program, through the Sheriff's School Resource Officers
- Continue to enforce accountability and consequences for participant behavior
- Reduce juvenile prosecution rates by promoting successful completion of diversion program
- Develop a plan to provide positive after-care activities for participants such as special events and field trips
- Develop and implement Juvenile Impact Program

Develop Collaborative Partnerships

- In collaboration with the Department of Justice, participate in the Sexual Assault Felony Enforcement Task Force (SAFE)

- In collaboration with the Department of Justice, establish the Firearms Domestic Violence Education and Intervention project in San Mateo County and participate in DOJ's regional Armed and Prohibited Task Force
- Continue efforts to establish a centralized approach for law enforcement information collection, analysis and dissemination

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of cases reviewed annually:	6,994	7,578	8,000	7,020	7,020
- Investigative services	5,035	5,456	5,760	5,054	5,054
- Multi-jurisdictional services	554	494	450	450	460
Number of first-time offenders placed in Juvenile Diversion Program:					
- School Crisis Intervention	33	46	20	20	20
- Aftercare Program	20	33	40	40	40
- Parent Education Program	172	147	110	110	110
- Family Counseling	410	533	380	380	380
How Well We Do It (Quality)					
Number of gang members validated	---	---	225	225	225
Number of arrests made annually by multi- jurisdictional task forces	372	255	255	200	200
Number of cases submitted to the District Attorney's Office					
- Violent crimes (excluding sexual assaults)	---	---	144	105	105
- Sex crimes	---	---	44	42	42
- Property crimes	---	---	284	210	210
- Other (warrants, on-view, jail, etc.)	---	---	2,260	1,743	1,743
Percent of first time offenders successfully completing Juvenile Diversion Programs	95%	90%	85%	85%	85%
Is Anyone Better Off? (Outcome)					
Percent of Gang Intelligence and Investigations Unit leading to arrest or diversion			57%	65%	65%
Number and percent of cases submitted to the District Attorney's Office (Investigations only)	1,694 / 37%	2,466 / 37%	2,732 / 33%	2,100 / 33%	2,100 / 33%
Number and percent of youth re-offending within 12 months of completing Juvenile Diversion Program	12 / 16%	4 / 15%	6 / 15%	6 / 15%	6 / 15%

Investigations Bureau (3053P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	57.0	58.0	57.0	59.0	2.0	59.0
Funded FTE	53.7	57.8	55.1	59.0	3.9	59.0
Total Requirements	9,048,900	10,413,278	13,860,009	13,078,948	(781,061)	13,397,513
Total Sources	6,807,027	7,253,452	9,857,615	8,723,846	(1,133,769)	8,723,846
Net County Cost	2,241,873	3,159,826	4,002,394	4,355,102	352,708	4,673,667
NCC Breakdown						
Federal Grants Match			83,299	73,774	(9,525)	79,233
State Grants Match			224,521	181,386	(43,135)	194,809
Local Grants Match			1,020,219	1,325,271	305,052	1,423,341
Mandated Services			1,941,999	1,858,386	(83,613)	1,992,195
Non-Mandated Services			732,356	916,285	183,929	984,089

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,355,102 or 33.3%, of which \$1,858,386 or 42.7% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Mandated Services include general and major crime investigation, provided with no specific MOE requirement. Non-discretionary Services (\$255,160) represent the County's matching requirements to various federal, state and local grants. Discretionary Services (\$2,241,556) include Sheriff's Office subsidy to East Palo Alto Patrol services and the County's matching requirements to the Countywide Gang Intelligence and Investigations Unit as well as the countywide joint powers authority task forces.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs, Public Safety Sales Tax revenue (Proposition 172) and grants revenue; addition of two Deputy Sheriff positions to reconcile with the Master Salary Ordinance. These two positions support San Mateo County's partnership with the Department of Justice to identify and disarm violent domestic abusers and other criminals before they commit additional offenses and violence.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,133,769)	(781,061)	0	0	352,708	2

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	318,565	0	0	318,565	0

Office of Emergency Services (3055P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Civil and Records Bureau

Forensic Laboratory

Patrol Bureau

Investigations Bureau

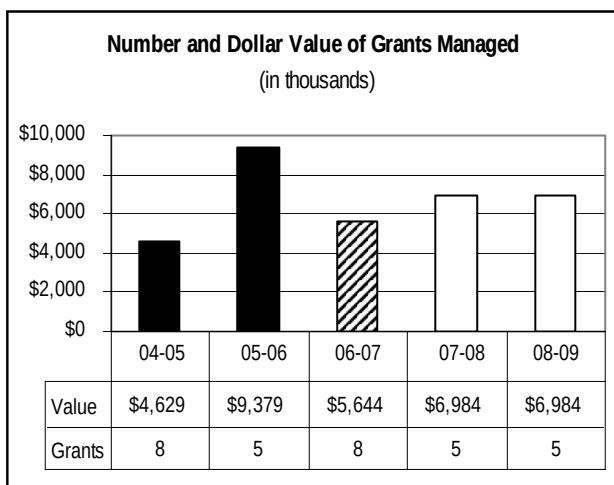
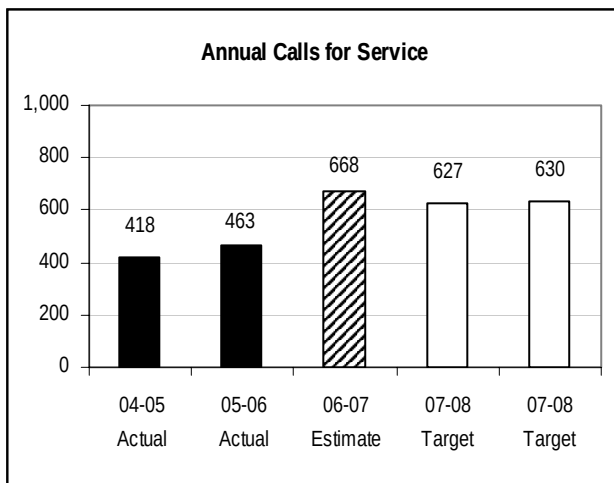
▷ Office of Emergency Services

Maguire Correctional Facility

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Sheriff's Office of Emergency Services (OES) provides emergency management, search and rescue services; law enforcement and fire service support; emergency response for on scene management, major planned event services and personnel, volunteer recruitment, training, and care, and homeland security training, planning, and funding coordination to support public safety efforts, reduce loss of life, injury and property, and assist federal, state, and local jurisdictions with terrorism prevention, event mitigation, and disaster preparedness.

Services and Accomplishments

The Office of Emergency Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through its law enforcement-directed Search and Rescue Unit and a professional emergency management group. Each unit has a separate and distinct mission, however they work together in accordance with the State-mandated Emergency Management System (SEMS). OES also is pursuing countywide National Incident Management System (NIMS) training and compliance standards to all jurisdictions in the county. OES also prepares and monitors all homeland security grants for the County and operational areas.

The following are major accomplishments in the current year:

- Prepared two new homeland security grants on behalf of the County and the Northern California Regional Terrorism Threat Assessment Center which serves 15 coastal counties from Monterey north to Del Norte
- Responded to almost 50 major emergencies including fires, flooding, gas leaks, and hazardous materials spills
- Managed eight declarations of emergency in the county in conjunction with the Board of Supervisors, one of which received Presidential support and two gubernatorial declarations. These declarations brought over 21 million dollars back to local jurisdictions to help recovery efforts from the effects of a harsh winter
- Organized and coordinated the second annual Emergency Preparedness Day, which drew over 2,500 attendees and was funded by a cooperative venture with the City and County of San Francisco
- Completed the multi-hazard plan for the county with the new National Incident Management (NIMS) requirement and referred the document to County Counsel for legal review
- Provided a unique training opportunity to all law enforcement agencies by bringing in a team of federal experts in crowd control techniques; this train the trainer class reached 16 of the 18 agencies in San Mateo County
- Successfully coordinated the annual Golden Guardian major disaster response training exercise with county agencies and the State

Story Behind Baseline Performance

The Office of Emergency Services continues ongoing efforts in planning, training and exercising all first responder efforts regarding emergencies, disasters, and catastrophic events.

OES maintains and upgrades the countywide Emergency Operations Plan (EOP). Recently, the National Incident Management System (NIMS) became a standard for all government agencies. NIMS compliance is a requirement of the National Response Plan. OES assessed the requirements of NIMS compliance and quickly rolled out alternative training suggestions to all city and county agencies. The training needed to be sensitive to budget concerns of all agencies as one alternative required a classroom setting for students while another encouraged online training through the Federal Emergency Management Agency (FEMA). A few San Mateo County agencies brought in private vendors to supply this training at a significant cost in both tuition and overtime, but the importance of compliance outweighed the monetary concerns.

Last year, OES opened the Emergency Command Center (ECC) six times to respond to winter storm concerns and opened the ECC three times in response to acts of terrorism throughout the world. The primary goal of activating the ECC was to track events, log situational issues, and to issue real time information to the cities within San Mateo County.

Because of increasing demands on OES regarding homeland security issues, OES terminated a pilot program that responded to second alarm fire service calls. This pilot program was established in order to assist the on scene Incident Commander with support for displaced families. The support was needed because of a lag in American Red Cross response time. The program was received well by the Operations Battalion Chiefs, but was never endorsed by the Fire Chiefs Association. Due to the increase in Joint Powers Authority overtime costs, and workloads placed on OES because of the new homeland security functions, it was appropriate to suspend this program.

OES continues to see a drop in service calls. This is partially due to the Environmental Health waste drop-off program that allows residents to safely bring household waste to collection sites to be disposed of properly. This service has reduced Hazardous Materials call outs, allowing OES staff to dedicate more time to modifying the countywide Emergency Operations Plan in compliance with the new NIMS requirements and to reflect changes in county population and population needs.

Businesses with larger employee populations have become a major area of both concern and opportunity. OES was able to co-sponsor two Large Business Emergency Preparedness Forums that drew together the large campus style businesses with over 500 employees onsite and representatives from local governments to share information and resource availability.

OES responds to about 50 major emergencies each year including serious fires, extreme storm conditions, SWAT incidents, lost person searches, rescues, hazardous materials incidents, bomb threats, and national security alerts. The office has been able to respond to

100% of incidents within one hour. Victim assistance remains a high priority, both for OES and the first responder agencies that OES supports. Services and support from the American Red Cross have been quickly brought to scenes, and since Hurricane Katrina there has been a focus on supporting the more vulnerable populations. A study of the county vulnerable populations brought about a first time allotment of homeland security funds to help the private non-profit agencies of San Mateo County to support the vulnerable populations in FY 2006-07.

OES staff work closely with all emergency response agencies and several non-profit community based organizations. OES understands the need to partner with non-profit service providers. Maintaining the support of agencies that provide emergency food, shelter, and most importantly, understand and support the special needs population is at the forefront of the OES mission.

Community Emergency Response Teams (CERT) continue to grow throughout San Mateo County. OES support of the CERT program in several ways. OES used homeland security funds to outfit a training trailer to carry supplies necessary to host CERT training classes. This trailer is available to all of the communities operating CERT programs. Since the CERT Training Trailer is used so frequently, a reservation list was established. Through the Homeland Security Grant Program, OES purchased and distributed individual CERT kits to participating CERT agencies. The kit is a backpack and supply of necessary Personal Protective Equipment (PPE) that CERT Team members need to perform their duties. OES distributed hundreds of these packs and are ready to provide more to support the CERT efforts of each jurisdiction.

In keeping with our strong citizen preparedness efforts, OES worked closely with members of the Board of Supervisors to host the second annual Disaster Preparedness Fair at the San Mateo County Event Center. Over 2,500 residents came to the event to hear preparedness demonstrations, view disaster related demonstrations, and visit city and County government staffed information booths so residents understand that resources are available and planning efforts are going on close to home.

The Search and Rescue and Major Event Unit is on-call seven days a week, 24 hours a day. OES has over 340 trained volunteers that respond to situations involving lost person, water related incidents. Over 250 trained volunteers respond to extraordinary and planned events each year, saving thousands of agency staff hours. The prompt response of Search and Rescue and Major Event Unit has resulted in the timely location of and aide to lost victims of heart attacks, illnesses, dementia, or suicide.

Major challenges over the next two years will be:

- To continue to work effectively with local, regional, state, and federal agencies to ensure San Mateo County agencies receive real information regarding threat levels, and terrorist activities and trends throughout the world
- To maintain the Emergency Services Joint Power Authority (JPA) position in the funding formula to continually support the Hazardous Material Entry Team through the Fire Service

- To ensure that San Mateo County preparedness needs are considered on a regional planning level through the federal Super Urban Area Security Initiative (SUASI)
- To improve inter-agency coordination, communication, education, and regional training on critical issues of countywide emergency preparedness
- To balance grant administration requirements from the Department of Homeland Security, while continuing to respond to natural and man-made disasters and emergency incidents
- To meet community needs for Community Emergency Response Teams (CERTS) throughout the county
- Participate and accept the Bay Area Regional Emergency Coordination Plan (RECP) to ensure San Mateo County is active and responsive to our regional partners
- Assist the Health Department with planning and training on the countywide Pandemic Influenza Plan
- Train city and County staff on Emergency Operations Center operations and functions

Program Objectives

The Office of Emergency Services and Homeland Security will meet performance targets by doing the following:

Achieve an Overall JPA Customer Satisfaction Rating of at Least 90%

- Respond to all major emergency incidents occurring within the county within an average of one hour or less
- In conjunction with the Emergency Services Council, explore the inclusion of the San Francisco International Airport as an associate member of the JPA as reported in a finding of a 2006 Grand Jury investigation and recommendation
- Develop a proposal for the JPA to assume ongoing maintenance responsibilities for equipment and material purchased through homeland security grants, including adequate storage facilities that offer protection and security
- Using homeland security funds, bring on a contractor to organize a standardized approach, training, and exercises for all recognized CERT Teams in San Mateo County to ensure the same training level exists throughout the county
- Achieve the National Weather Service accreditation regarding "Tsunami Ready" status for all coastal communities
- In conjunction with the Board of Supervisors and cities within the county, organize the third annual Emergency Preparedness Day for November 2007
- Install, test, and use both citizen notification systems purchased through OES to ensure all cities and county agencies are proficient
- Work with the Board of Supervisors to propose a County resolution that accepts the recently modified Emergency Operations Plan (EOP)
- Distribute the new EOP to peninsula cities for city council acceptance
- Train and exercise County and city management, first-responder, and emergency planning staff initially on the new plan by June 2008

Ensure San Mateo County Preparedness Needs are Met Through Regional Planning

- Participate in the federal Super Urban Area Security Initiative (SUASI) program for the San Francisco Regional Area

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Annual calls for service	---	750	668	627	630
Number of search and rescue/law enforcement support mission requests	248	339	200	210	210
Number of incidents responded to by OES staff	80	42	25	40	460
Total mutual aid calls for service:					
- Law enforcement	--	256	261	269	272
- Fire	--	51	42	45	45
- Haz-Mat	--	22	17	18	18
- Bomb Squad – high threat	39	41	102	60	60
- Bomb Squad – total calls	90	60	148	85	85
How Well We Do It (Quality)					
Annual FTE paid hours saved by use of OES volunteers	20,978	21,006	16,000	20,000	20,100
Amount saved by use of OES volunteers ⁽¹⁾	\$864,047	\$911,027	\$820,000	\$830,000	\$830,000
Percent of emergency incidents responded to within one hour	99%	100%	100%	98%	98%
Is Anyone Better Off? (Outcome)					
Number and percent of Operational Area (JPA) customers rating OES support as good or better in annual customer survey	---	--	12 / 90%	15 / 90%	15 / 90%
Number and percent of Bomb Squad callouts where an explosive or dangerous device is located and disarmed	28 / 31%	29 / 35%	42 / 28%	24 / 25%	24 / 25%
Number and dollar value of grants managed during the year	8 grants / \$4,628,811	5 grants / \$9,378,712	8 grants / \$5,643,719	5 grants / \$6,983,717	5 grants / \$6,983,717

⁽¹⁾ Based on hourly rates from \$37 FY 2003-04 to \$42 FY 2007-08

Office of Emergency Services (3055P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	9.0	9.0	12.0	11.0	(1.0)	11.0
Funded FTE	8.9	8.9	11.9	11.0	(0.9)	11.0
Total Requirements	2,925,663	4,999,574	7,292,053	4,228,178	(3,063,875)	4,302,671
Total Sources	2,288,983	4,689,322	6,353,276	3,003,878	(3,349,398)	3,031,639
Net County Cost	636,679	310,251	938,777	1,224,300	285,523	1,271,032
NCC Breakdown						
Federal Grants Match			68,569	249,732	181,163	261,970
Emergency Services JPA			444,728	474,128	29,400	484,101
Mandated Services			275,489	426,437	150,948	447,332
Non-Mandated Services			149,991	74,003	(75,988)	77,629

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,224,300 or 29%, of which \$426,437 or 34.8% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as the Search and Rescue Program, provided with no specific MOE requirements. Non-discretionary Services (\$474,128) represent the County's MOE requirement for the Emergency Services Joint Powers Authority. Discretionary Services (\$323,735) include the Marine Patrol and Rescue Unit and federal homeland security grants match.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs; adjustments to Public Safety Sales Tax revenue (Proposition 172); and adjustments to grant funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,154,820)	(2,869,297)	0	0	285,523	0

2. Urban Area Strategic Initiative Planning Positions

Budget adjustments have been to reflect the deletion of one staff physician position funded by the Urban Area Strategic Initiative Planning (UASI) federal homeland security grant. This position, which is filled, has been transferred to Public Health. Grant funds have been adjusted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(194,578)	(194,578)	0	0	0	(1)

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,349,398)	(3,063,875)	0	0	285,523	(1)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs. Revenue for emergency services provided to cities has been adjusted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
27,761	74,493	0	0	46,732	0

Maguire Correctional Facility (3101P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

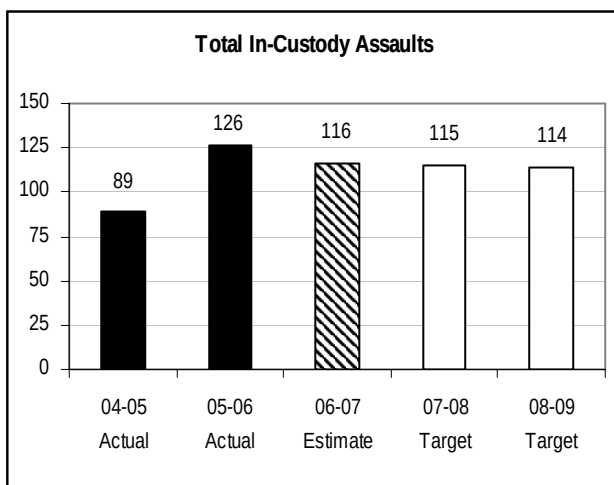
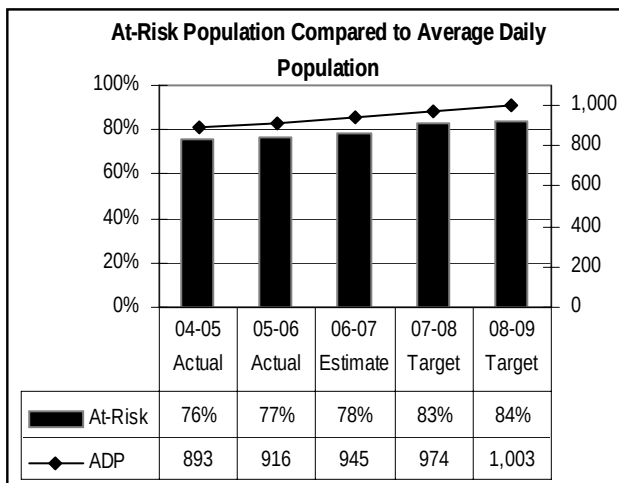
Office of Emergency Services

► **Maguire Correctional Facility**

Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates. It assists the Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants appear in Court and complete jail sentences. Inmates are incarcerated in a manner which provides for their medical, nutritional, hygienic, legal, and spiritual needs and are offered program services designed to provide opportunities to improve their lives both during and after incarceration to reduce recidivism.

Services and Accomplishments

The Maguire Correctional Facility contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All as the largest housing facility and the only receiving correctional facility for adult offenders in San Mateo County. It is a maximum-security facility with an average daily population (ADP) of approximately 950 inmates. The Detention Division has been actively working to develop alternatives to incarceration with the Custody Division and Courts to manage the growing inmate population.

The following are major accomplishments in the current year:

- Experienced no jail escapes and no in-custody deaths
- With the Board of Supervisors, Correctional Health Services, Probation Department and community based organizations, implemented the first phase of the Inmate Re-Entry Services Program, by enhancing the Choices Program, a chemical dependency recovery services program, and working with Service League personnel and an onsite Probation Officer
- Implemented a close-supervision housing unit, the Administrative Segregation Pod, to separate inmates that are disruptive, persistent rule violators or assaultive to reduce incidences of violence and maintain continuity of program services
- In response to overcrowding in the Women's Correctional Center, successfully converted a medical housing pod to house up to 36 overflow female inmates
- Collaborated with Sheriff's Custody Program and the County Manager's Office on the needs assessment study for replacing the Maple Street Correctional Facility
- Implemented important technical security projects for the facility including a new security card access system and upgraded software capabilities for tracking radio users
- Improved jail emergency evacuation plans by partnering with Redwood City Fire for planning and training
- Partnered with County Correctional Food Services to improve inmate food service
- Continued working with Information Service Department and county criminal justice agencies on the multi-year project to plan and implement the migration of the Criminal Justice Information

System (CJIS) operating system; began start up phase of planning and acquiring a Jail Management System

- Instituted a Policy and Procedures Committee to ensure timely and effective implementation of facility policies
- Conducted 45 jail tours for law enforcement and community members

Story Behind Baseline Performance

The average daily population at Maguire is experiencing a pronounced and sustained increase. In January 2007 the population reached 1,010 male inmates in a facility rated by the Board of Corrections for 688. Reasons for the increase can be attributed to a number of factors, including overcrowding in state prisons, increased gang enforcement, increased bookings due to a rising rate in serious crimes in the county, and closures of alternative low-risk-inmate custodial facilities including the Men's and Women's Honor Camps. The remaining facility for low-risk offenders, the Minimum Security Transitional Facility (MSTF) has been at near capacity (46 inmates) since opening. While it does provide an important transitional program for inmates in their last 30 days of sentence, it offers limited overall relief for the general Maguire Correctional Facility population.

The percentage of pre-sentenced inmates continues to climb, and is currently at 66% of the average daily population. This, coupled with the changing demographics of the inmate population, increases the complexity of facility operations. Pre-sentenced inmates must be housed in a secure facility. Sentenced inmates, however, are eligible for non-custodial alternative programs such as the Sheriff's Work Program. Trends reveal an increasing number of sentenced inmates are not eligible for alternative custody programs due to the severity of their crimes.

Coupled with a rising population, there is also an increase in severity of pre-sentencing arrest violations and in gang affiliation. The increased gang affiliation contributes to many problems in operating the jail: more rule violations and assaultive behavior leading to more lock-downs; and increasing challenges in inmate housing management necessary to segregate rival gang factions and prevent violence and intimidation in the facility, including the need to protect inmates testifying in Court against other inmates.

In response to these jail management challenges, a close supervision pod, the Administrative Segregation Pod, was established to segregate disruptive inmates and better allow for uninterrupted program services in the rest of the facility. This allows staff to better monitor and control inmates identified as disruptive or persistent rule violators. It will also more closely supervise those who have been assaultive towards staff or other inmates. Dedicated space to manage inmates with mental health issues and improved data collection are other benefits of an Administrative Segregation Pod.

In summer 2006, the Women's Correctional Center surpassed its maximum bed capacity, requiring the Maguire staff to convert a psychiatric ward/medical housing unit for overflow women. This pod has houses between 14 and 30 female inmates on any given day.

To address jail overcrowding, potential state legislation that may increase County jail populations, and the need to upgrade current County custody facilities and program services for the county offender population, the Sheriff's Office is participating in three, critical jail planning entities: The Jail Overcrowding Task Force, which includes the Courts and County criminal justice agencies, is planning a multi-targeted approach to managing a jail population that is expected to continue to rise; the Jail Planning Committee is working toward replacing the Maple Street Correctional Facility, expanding the number of beds for both high-security risk female and male inmates, and expanding alternative custody programs; and the Inmate Re-Entry Services Committee is piloting a collaborative approach with Correctional Health Services, the Probation Department and community treatment programs to reduce recidivism among mental health stricken and drug dependant offenders through in-custody and post-custody targeted services.

The Inmate Classification Unit and Release on Own Recognizance Program continues to operate effectively. Decisions on jail citations, which permit release of misdemeanor arrestees on a promise to appear and appropriate housing options for those arrestees remaining in custody are made quickly and efficiently. The Victim Notification Program ensures that victims of violent crimes are notified of an inmate's release, if they request notification. Statistical reporting on in-custody assaults, assaults on staff, gang violence and affiliation and escape attempts continues to improve. This data is critical for meeting the challenges of effectively managing an ever more demanding and growing inmate population.

Maguire staff continue to provide quality program services in partnership with county agencies and community based programs, including the Choices Program for chemically dependent inmates; targeted mental health services for those diagnosed with severe mental health issues; and family services. San Mateo County's multi-disciplinary, in-custody team approach for inmate care and services has been recognized by the Corrections Standards Authority as a model inmate management approach.

Major challenges over the next two years will be:

- To continue to manage an increasing average daily population
- To reduce assaults on inmates and staff
- To reduce the number of rule violations by inmates
- To manage increased gang activity and violence within population
- To continue planning for a Jail Management System and assist with the CJIS migration
- To address inmate classification and program needs
- To prepare for the 2009 mandates of Proposition 69 regarding inmate DNA collection
- To support the jail planning committees and task forces working toward addressing the County's critical inmate population challenges
- To continue to evolve and review inmate services and programs to best meet the needs of inmates and their families

Program Objectives

The Maguire Correctional Facility will meet performance targets by doing the following:

Reduce Inmate Assaults by 10% and Staff Injuries by 5%

- Update security equipment and security training
- Establish an Inmate Management Specialist Team to promote inmate management and refine disciplinary policies to achieve positive inmate behavior
- Establish a system to measure and evaluate the reduction of violence toward inmates and staff
- Continue to improve staff injury investigations and reporting
- Continue mandated professional training for staff during on duty hours, and explore the use of on-line training aids
- Monitor and evaluate the success of the Administrative Segregation Pod

Decrease the Number of Documented Major Rule Violations

Committed by Inmates by 5%

- Train staff on issues relating to the successful implementation of the Administrative Segregation Pod
- Develop an Intensive Direct Supervision Training Program for new managers, supervisors and staff
- Establish baseline tracking of inmates requiring intensive supervision
- Create staffing management plans and enhance jail statistics to better identify behavior trends that lead to violence and gang related incidences in custody
- Formulate inmate information programs, revise the inmate information booklet and produce a jail orientation video for the public and new inmates to reduce jail infractions

Increase Overall Security and Functionality of the Facility

- Continue to work on the CJIS migration plan and to identify the steps necessary to secure a new Jail Management System
- Implement the new Re-Entry Services Program to help reduce recidivism
- Conduct a bed space capacity alternative study to maximize facility capacity safely and within Title 15 guidelines
- Continue to assign a full time Deputy Sheriff as security in front public lobby
- Update security, equipment and workstations in the front public lobby, including the addition of an inmate information desk staffed by Service League volunteers
- Continue suicide prevention training for staff and inmates
- Utilize the Relief Staffing Unit to fill temporarily vacant staff positions with less reliance on overtime
- Implement customer service training program for front public lobby staff
- Implement next phases of the Inmate Re-Entry Services Program; open a second pod for the Choices Program and expand inmate programming services

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of persons booked into custody ⁽¹⁾	18,301	18,574	19,360	20,146	20,932
Number of releases ⁽¹⁾	15,463	15,833	15,924	16,015	16,106
Number of inmates bailed from custody ⁽¹⁾	2,889	2,999	3,298	3,597	3,896
Number of inmates cited out of custody ⁽¹⁾	2,780	2,984	3,256	3,528	3,800
Average daily population managed at the Maguire Correctional Facility:					
- Pre-sentence inmates	467	512	533	554	575
- Sentenced inmates	424	404	412	420	428
- Total inmates:	893	916	945	974	1,003
How Well We Do It (Quality)					
Percent of average daily population classified as:					
- Gang affiliation	16%	17%	17.1%	17.5%	18%
- Assaultive	29%	28%	25.1%	28.5%	28%
- Suicidal	15%	19%	20.7%	21%	21.5%
- Requiring psychological monitoring	3%	3%	5.7%	5%	5%
- Requiring protective custody	12%	9%	9%	10%	10%
- An escape risk	1.0%	0.5%	0.68%	1%	1%
Number of documented major rule violations committed by inmates	387	435	776	600	550
Is Anyone Better Off? (Outcome)					
Number of assaults:					
- inmate vs. inmate	76	109	100	100	100
- inmate vs. staff	13	17	16	15	14
Number of escapes	0	0	0	0	0
Number thwarted attempts	6	5	2	4	4
Number of releases in error	1	3	4	4	4
Number of reported staff injuries	52	59	32	45	40

⁽¹⁾ Reflects potential impact of SB 1102 (elimination of state reimbursement to cities for jail booking fee), which took effect July 1, 2005. The long-term impact of SB 1102 on First Chance revenues and admissions is an unknown factor.

Maguire Correctional Facility (3101P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	224.0	226.0	226.0	226.0		226.0
Funded FTE	224.0	226.0	226.8	225.6	(1.2)	225.6
Total Requirements	39,335,012	39,654,946	43,232,384	45,129,166	1,896,782	46,275,398
Total Sources	14,937,078	14,026,427	13,863,736	14,161,689	297,953	14,161,689
Net County Cost	24,397,934	25,628,519	29,368,648	30,967,477	1,598,829	32,113,709
NCC Breakdown						
State Grants Match			210,000	530,000	320,000	549,610
Local Grants Match			92,896		(92,896)	
Mandated Services			28,896,114	30,339,502	1,443,388	31,462,499
Non-Mandated Services			169,638	97,975	(71,663)	101,600

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$30,967,477 or 68.6%, of which \$30,339,502 or 98.0% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Non-discretionary Services (\$530,000) represent the County's MOE requirement for the state Community Oriented Policing Services (COPS) and CAL-ID grants, as well as the mandated operation of jail facilities provided for under the Penal Code. Discretionary Services (\$97,975) includes inmate hospital security.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
297,953	1,898,748	0	0	1,600,795	0

2. One Legal Office Specialist to a Legal Office Services Supervisor

The Detention and Custody Release On Own Recognizance and Court Desk Unit will delete one Legal Office Specialist and add one Legal Office Services Supervisor to this unit, which functions 24 hours/7 days a week and requires a second supervisor position to fully support the unit. This funding adjustment supports the program priorities to increase the proficiency of operations. In FY 2007-08, there is no net cost for this position conversion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,966)	0	0	(1,966)	0

TOTAL FY 2006-07 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
297,953	1,896,782	0	0	1,598,829	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,146,232	0	0	1,146,232	0

Custody Programs (3150P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administration and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

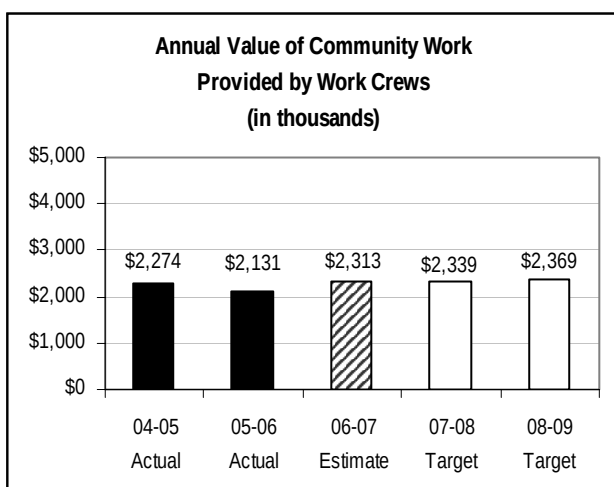
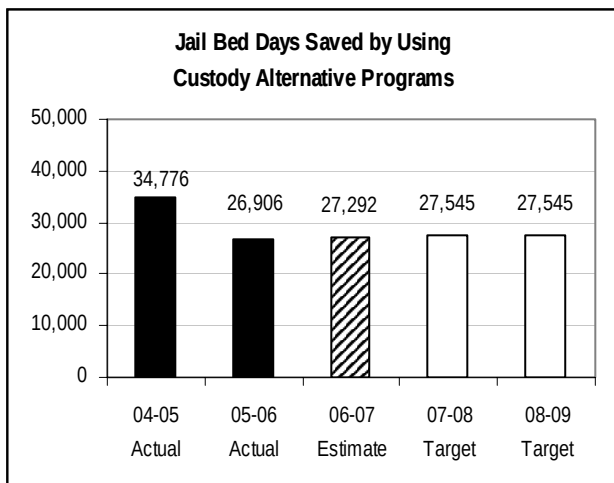
Maguire Correctional Facility



Custody Programs

Court and Security Services

Headline Measures



Program Outcome Statement

Custody Programs houses minimum security-risk male and minimum and high security-risk female inmates in a safe and secure environment and provides public and rehabilitative services to promote community safety; supports the successful transition of inmates back into the community; prevents overcrowding and reduces costs at the Maguire Correctional Facility; and provides cost savings to government and non profit agencies.

Services and Accomplishments

Custody Programs contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two Custody facilities, the Women's Correctional Center and the Men's Minimum Security Transitional Facility; and three custody alternatives programs, the Sheriff's Work Program, the Electronic Monitoring Program and the Work Furlough Program.

The following are major accomplishments in the current year:

- Submitted a resolution, passed by the Board of Supervisors, amending the Work Furlough Ordinance to include job training and educational opportunities
- Awarded a grant from the Board of Correction's Mentally Ill Offender Crime Reduction Program to work with the County's Probation Department, Correctional Health Services and community based organizations toward developing services to lower female recidivism
- Established a partnership with Opportunities Industrialization Center West to enable Work Furlough participants to take an active role in making positive changes in their lives while incarcerated through job training and job placement services
- Coordinated efforts with the Probation Department to provide inmates with a continuum of care while in custody and when released under probationary supervision
- Increased the number of inmates participating in Alternative Custody Programs
- Managed the Women's Correctional Center at an average of 179% of rated capacity without an escape, suicide or serious injury
- Saved approximately 27,292 jail beds at a value of \$3,138,580 through alternatives-to-incarceration programs
- Performed work in the community valued at \$2,313,000 through the Sheriff's Work Program
- Increased the number of municipal and non-profit Sheriff's Work Program work sites

Story Behind Performance

Sheriff's Work Program (SWP) is a custody alternative work program that has an ongoing population of approximately 400-500 low-risk, minimum-security offenders. Participants pay a set fee to participate in the program. SWP is an alternative to high cost incarceration and full-time confinement and saves approximately 27,292 potential jail

beds annually, which are instead used to house more serious offenders. In addition, SWP work crews serve government and non-profit agencies by providing various manual labor services, at an annual minimum-wage value of \$2,313,000.

The Electronic Monitoring Program (EMP) is a court-ordered incarceration alternative that averages five participants per month. The Sheriff's Office is using new global positioning system (GPS) electronic monitoring equipment that enables deputies to monitor participant locations and movements, and maintain telephone contact. The Sheriff's Office has partnered with the Probation Department on the GPS technology contract, so that this service can also be offered to in-custody minors. Historically, the Courts have been more inclined to approve EMP for minors, than for adult offenders.

The Women's Correctional Center (WCC) has a Board of Corrections capacity rating of 84 inmates. During 2006, the jail provided security, care and custody for a population that ranged from 123 to 160 inmates with an average daily population of 150, which is 146% to 190% of Board of Corrections rated capacity with an average of 179% of capacity. The women's jail population exceeded the WCC maximum bed capacity beginning in the summer of 2006. This required the men's Maguire Correctional Facility staff to convert a medical pod to house the excess female inmates. This pod has housed between 14 and 34 female overflow inmates on any given day.

A State of California Jail Profile Survey conducted in 2004 stated, "The non-sentenced female population rose 5% in 2004. The female population has been growing faster than the male population over the past several years. This trend continues."

A Jail Planning Committee has been established to plan for the eventual replacement of the facility. The preliminary step for this planning effort, a Needs Assessment and Preliminary Program Plan, has been submitted to the Jail Planning Committee.

The Court-sanctioned Choices Alcohol and Drug Rehabilitation Program is available to long-term substance abusers with an established pattern of criminal behavior. The Choices Program is conducted in a dorm that has 26 beds and averages 23 participants (88% of the program's capacity.) The goal of the program is to reduce recidivism among participants. When graduates of the Choices Program have been compared to a sample group of program dropouts, graduates were 2.6 times less likely to have been rearrested, 3.8 times less likely to have been subsequently convicted, and 5.5 times less likely to have been subsequently incarcerated, according to a longitudinal study conducted in FY 2003-04 by Mental Health Services.

The Men's Minimum Security Transitional Facility (MSTF) houses 46 minimum security inmates. Currently 16 beds are designated for Work Furlough participants and the remaining 30 are assigned to kitchen, laundry and facility work crews that provide meals to MSTF/WCC and laundry to both facilities and the Maple Street Homeless Shelter.

Work Furlough Program is a custody program that allows the participant to continue to support their families, pay taxes, reduce welfare rolls and make restitution payments to the victims. The program has gradually increased to an average population of 14 inmates. Plans are in place to expand this program to 42 participants.

Major challenges over the next two years will be:

- To expand the Work Furlough Program to 42 participants and provide job training and work opportunities that will prepare the participants for re-entry into the community
- To manage a female jail population that has outgrown the existing facility, and continues to increase in severity of crime and/or mental health status
- To participate and provide support for the Maple Street Correctional Facility study and construction through the Board of Supervisors Jail Planning Subcommittee
- To help reduce the Maguire inmate population by steadily increasing Court acceptance of and enrollment in alternative sentencing programs
- To expand the Electronic Monitoring Program and Work Furlough Program by packaging both components into a secure out-of-custody program alternative
- To recruit and maintain a stable workforce of female officers at the Women's Correctional Center, which is a critical need

Program Objectives

Custody Programs will meet performance targets by doing the following:

Replace the Women's Correctional Center Facility

- Assist the County study of replacement options for the Maple Street Correctional Facility to include the Women's Correctional Center, Sheriff's Work Program, Electronic Monitoring Program, and Work Furlough Program and housing for female and male participants
- Provide staff support with statistics, programmatic information, and other support as required for the consultant study
- Assist the County in moving forward with the next steps of the process, including architectural and detailed program design

Increase the Number of Maguire Jail Bed Days Saved Using Custody Alternatives Programs

- Continue to seek the support of the Courts to increase inmate population on the Electronic Monitoring Program and Sheriff's Work Program
- Develop and expand the Work Furlough Program to 42 inmates through incorporation of GPS electronic monitoring into the traditional work furlough model
- Help prepare the existing inmate population for re-entry into the community by planning with Mental Health Services, the Service League and other community based agencies to determine the components of a successful re-entry program

Increase the Number of Sheriff's Work Program (SWP) Community Service Hours Provided

- Continue to increase partnerships with county and non-profit organizations which utilize SWP, to better serve the inmate population and the community, and increase the number of work sites for placement of inmate work crews
- Conduct a strategic planning workshop with key stakeholders to determine the best avenues for expansion of SWP activities, including looking at non-traditional work sites and activities
- Develop a publicity program highlighting the benefits of using SWP work crews for manual labor programs such as landscaping and general clean-up

Implement the Mentally Ill Offender Crime Reduction Program Grant Funded Project

- Work with the Probation Department, Correctional Health Services and San Mateo County community based organizations to implement a study developing a program targeting post-custody female offenders to reduce recidivism
- Provide data and support to project managers

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Average daily population (ADP)					
- Women's Correctional Center (WCC)	125	131	150	154	154
- Minimum Security Transitional Facility	48	43	44	44	44
Average daily number of SWP/EMP Participants	453	452	447	453	460
Average daily number of inmates participating in Choices at WCC	18	21	23	24	25
Average daily number of participants in the Work Furlough Program	--	--	14	34	42
Average number of inmates participating in SWP community work crews per day	118	108	104	104	105
How Well We Do It (Quality)					
Percent of WCC inmates participating in Choices program based on program capacity of 26	70%	77%	88%	85%	85%
Percent of total inmate population participating in custody alternative programs	30%	29%	30%	30%	30%
Number of assaults at Women's Correctional Center	16	12	10	11	12
Is Anyone Better Off? (Outcome)					
Total jail beds saved by using custody alternatives programs (SWP, EMP)	34,776	26,906	27,292	27,545	27,545
Number of community service hours and value of work performed by work crews					
- Total SWP hours	324,856	304,408	308,400	311,816	315,856
- Total value	\$2,273,992	\$2,130,856	\$2,313,000	\$2,338,620	\$2,368,920

Custody Programs (3150P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	36.0	41.0	37.0	40.0	3.0	40.0
Funded FTE	36.0	40.0	37.0	40.0	3.0	40.0
Total Requirements	6,973,575	7,600,552	7,984,448	8,966,420	981,972	9,174,277
Total Sources	3,772,374	3,188,429	3,172,053	3,223,456	51,403	3,223,456
Net County Cost	3,201,202	4,412,123	4,812,395	5,742,964	930,569	5,950,821
NCC Breakdown						
Mandated Services			4,200,625	4,958,729	758,104	5,137,243
Non-Mandated Services			611,770	784,235	172,465	813,578

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,742,964 or 64.0%, of which \$4,958,729 or 86.3% includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch. Discretionary Services (\$784,235) include the custody alternative programs of Sheriff's Work Program, Work Furlough and Electronic Monitoring. These programs are provided for under the Penal Code, but there is no specified level of service or MOE.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; addition of three positions to reconcile with the Master Salary Ordinance; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Proposition 172).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
51,403	940,752	41,220	0	930,569	3

2. Sentenced Inmate and Re-entry Facility Planning

In 2006 a consultant was selected to commence a needs assessment for replacing the Maple Street Facilities, including the Women's Correctional Center and adjacent alternative custody program facilities. Funding has been allocated for the second phase of the needs assessment for the project. This funding adjustment contributes to the program's priorities to support the agency's jail overcrowding and jail planning efforts to better address the County's incarceration and inmate reentry service needs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	120,800	(120,800)	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
51,403	1,061,552	(79,580)	0	930,569	3

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	207,857	0	0	207,857	0

Court and Security Services (3158P)

Program Locator

County

Criminal Justice

Sheriff's Office

Administrative and Support Services

Professional Standards Bureau

Technical Services Program

Forensic Laboratory

Patrol Bureau

Investigations Bureau

Office of Emergency Services

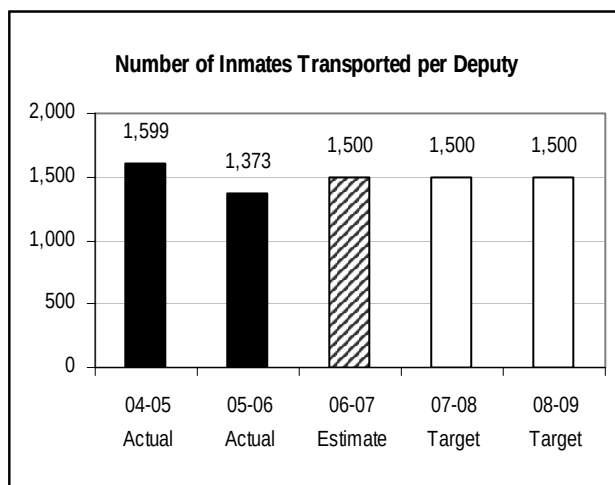
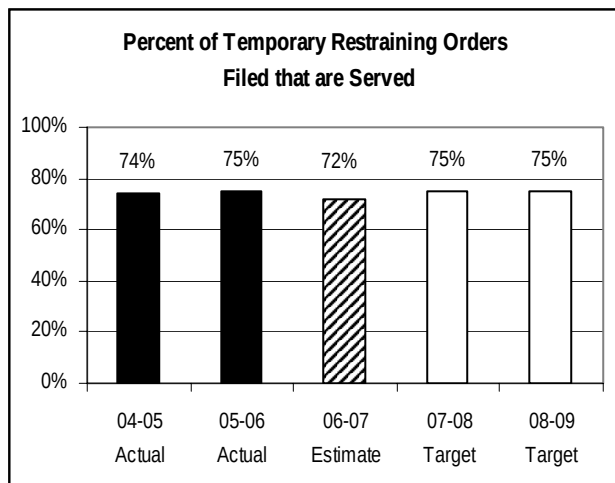
Maguire Correctional Facility

Custody Programs



Court and Security Services

Headline Measures



Program Outcome Statement

The Courts and Security Services Program provides security to the Courts, Medical Center, Health Department, and other countywide facilities, including the secure transportation of inmates throughout the county to ensure workplace safety for all citizens and employees visiting or working in Court and County facilities.

Services and Accomplishments

The Courts and Security Services Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All through the following four units: Court Services, Inmate Transportation, Civil Enforcement and countywide/Hospital Security. The Court Services Unit provides protection for the Superior Court's 33 permanent judicial departments and pro-tem courtrooms, located in five courthouses throughout the county. The Transportation Unit transports inmates in a safe, secure and efficient manner to the Courts and other facilities so that escapes and threats to the public safety are avoided. The Civil Enforcement Unit provides service and enforcement of warrants and civil processes. The Hospital Security Unit provides a safe and secure environment for employees and visitors to County facilities, including the San Mateo Medical Center, Health Department, and Burlingame Long Term Care facility.

The following are major accomplishments in the current year:

- Transported over 30,000 inmates with no escapes
- Opened the Youth Services Center Court Facility and Checkpoint
- Installed Security Systems for the Health Department
- Upgraded or expanded security at the San Mateo Medical Center including newly installed DVR recording cameras and remote monitors
- Installed a security dispatch center to monitor Central Courts and posted alarm response procedures

Story Behind Performance

During the past year, approximately 30,000 inmates were transported with no escapes. That equates to 1,500 inmates transported per Deputy assigned to the Transportation Unit. While facing scheduling challenges, the Transportation Unit has been able to ensure the safe and timely transport of inmates and there have been no staff or public injuries during transportation details.

The Youth Services Center opened and the Sheriff's office provides security for two judicial officers, the District Attorney's Office, Mental Health Services and the Probation Department.

Civil Enforcement Services are mandated and follow strict procedures. The Transportation Unit performs countywide evictions, possession levies, sales of both real and personal property, and service of domestic violence restraining orders, welfare fraud and some child support warrants. Every effort is made to serve notice and orders in a timely fashion. In FY 2006-07, the Sheriff's Office

was able to serve 72% of all Temporary Restraining Orders (TROs). Efforts are made to serve all TROs, including up to three service attempts at various times and days of the week. State law requires a minimum of two attempts. The number served is affected by the availability and schedules of those being served.

The Firearms Domestic Violence Education and Intervention Program was launched this year with the Board of Supervisors and Department of Justice, under which the Sheriff's Office will monitor the relinquishing of firearms by individuals who are served with a TROs, thus reducing the threat of gun related domestic violence.

The Security Unit maintains regularly scheduled yearly programs such as Workplace Violence Prevention Policy training for First Responders, Tax Collector's Security Detail, Elections Security Detail, New Employee Orientation, County Communications Safety Briefing, Patrol Field Training Officer (FTO) Orientation, Burlingame Long Term Care Employee Training, South County Mental Health and Human Services Agency Home Visiting Initiatives. In addition, the Security Unit supports the Critical Incident Training (CIT) Academy Sessions, which are designed to train all first-responder agencies in effective ways of handling mentally ill persons while minimizing the use of force wherever possible.

Over the past five years, the Sheriff's Office has placed a Sergeant onsite at the San Mateo Medical Center (SMMC) and Health Department to coordinate security issues for SMMC and the nine Health Department clinics throughout the county. In the past year this position has been elevated to a management position, now held by a Lieutenant. This new position, the SMMC and Health Department Security Manager, is responsible for coordination of the contracted security officers on site at the SMMC, Long Term Care Facility in Burlingame and various clinics; for engaging in security risk assessments, analysis and recommendations; and for coordinating law enforcement efforts in those jurisdictions responding to SMMC and Health Department facilities. The Security Director also participates in various SMMC and Health Department internal safety and security committees, and trains medical management personnel in the concepts of the incident command system.

Major challenges over the next two years will be:

- To manage and train increasing numbers of new, less experienced staff, as a large segment of tenured employees retire
- To address a rising civil enforcement caseload while continuing to ensure the safety of Civil Deputies performing high-risk duties such as evictions and service of Temporary Restraining Orders
- Prepare for major disasters such as earthquakes, pandemics and terrorist activities while continuing contractual service requirements with the Courts
- Work closely with the San Mateo County Fire Department on hospital evacuation procedures

Program Objectives

The Court and Security Services Program will meet performance targets by doing the following:

Ensure No Escapes or Injuries Occur during Inmate Transportation or in the Courtroom

- Provide written direction and training in securely handling inmates during transport
- Ensure vehicles are escape resistant by re-enforcing window screens and doors
- Increase safety and security by implementation of additional training, policies and updated equipment
- Continue with the Transportation and Court Security Safety Group to look for safer ways of transporting inmates
- Ensure all deputies in Transportation, Court Security and Civil Units are up to date with all issued equipment, including bullet proof vests, WMD masks and suits
- Provide operational training on topics such as active-shooter and hostage situations in a Court facility

Reduce Court Security Operating Costs

- Work with the Court's Administration to develop a Court Security Checkpoint Plan for all Court facilities, including identification of staffing efficiencies which can be implemented without compromising security
- Attend regular meetings with the Court Administrator to maintain open lines of communication
- Use extra help Deputies, when available, to provide bailiff services for pro tem courts
- Maintain and hopefully increase the available pool of extra help Deputy retirees

Increase the Percent of Temporary Restraining Orders Served to 75%

- Provide targeted training and continuing education for new Civil Deputies
- Maintain staffing levels within the Civil Enforcement Unit to ensure that two teams of two Deputies each are available year-round
- Ensure safety of Deputies in volatile domestic situations through training and close supervision

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Total number of inmates transported	31,981	31,642	33,000	30,500	31,000
Number of courtroom incidents requiring legal action by a Deputy	20	7	6	5	5
Number of Temporary Restraining Orders filed	835	867	880	860	865
Number of security calls for service	17,453	17,900	18,000	18,100	18,250
How Well We Do It (Quality)					
Number of inmates transported annually per Transportation Unit Deputy	1,599	1,373	1,500	1,500	1,500
Cost per inmate transported	\$128	\$117	\$120	\$120	\$125
Number of Civil Court actions processed per Civil Deputy (warrants, evictions, TRO's, business actions)	432	461	460	480	480
Percent of Temporary Restraining Orders filed that are served	74%	75%	72%	75%	75%
Number of weapons seized by the Firearm Domestic Violence Program	---	---	12	65	100
Is Anyone Better Off? (Outcome)					
Number of staff/public injuries during transportation details	2	0	0	0	0
Number of staff/public injuries in courtrooms	3	0	0	0	0

Court and Security Services (3158P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	71.0	74.0	75.0	76.0	1.0	76.0
Funded FTE	69.0	73.5	74.7	75.5	0.8	75.5
Total Requirements	13,724,757	13,865,738	16,125,685	17,663,778	1,538,093	18,085,585
Total Sources	9,875,959	10,009,313	11,696,285	12,766,771	1,070,486	12,766,771
Net County Cost	3,848,798	3,856,425	4,429,400	4,897,007	467,607	5,318,814
NCC Breakdown						
Trial Court Funding MOE			93,763	238,948	145,185	259,259
Mandated Services			4,246,487	4,510,618	264,131	4,899,582
Non-Mandated Services			89,150	147,441	58,291	159,973

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,897,007 or 27.7%, of which \$4,510,618 or 92.1% includes Mandated Services currently provided with no maintenance-of-effort (MOE or local match requirements. Mandated Services with no specified MOE requirements include the County's budget for Public Safety services which currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch as well as Inmate Transportation Services and Civil Enforcement Services, provided with no specific MOE requirements. Non-discretionary Services (\$238,948) represent the County's MOE requirement for Court Security services specified under Administrative Office of the Court (AOC) Rule 810. Discretionary Services (\$147,441) include the countywide security services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; addition of one position to reconcile with the Master Salary Ordinance; deletion of one-time equipment purchases; adjustments to operating costs and Public Safety Sales Tax revenue (Prop 172); and an increase in County-owned facility rental charges, including debt service for the Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,070,486	1,540,814	(2,721)	0	467,607	1

2. Security Services at Youth Services Center

The Checkpoint Security Unit will provide one Deputy Sheriff (overtime duty) for security services during Probation Department's visiting hours which occur on evenings and weekends. This funding adjustment contributes to the program's priorities to be able to respond to client service needs, as requested.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	146,908	(146,908)	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,070,486	1,687,722	(149,629)	0	467,607	1

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated increases for some employees bargaining groups, as well as merit increases and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	421,807	0	0	421,807	0

Message Switch (1940B)

Budget Unit Locator

County

Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

Sheriff's Office

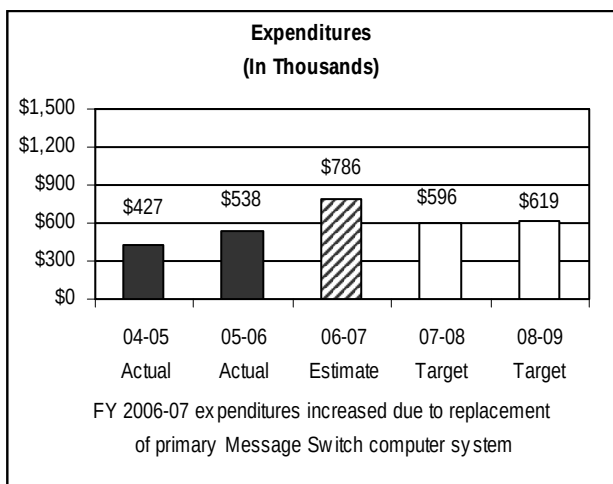
► **Message Switch**

Probation Department

Coroner's Office

Budget Unit Description

The Message Switch budget unit captures the operating costs for a specialized communications computer system linking 33 participating agencies with various statewide criminal justice databases. This system is operated under a joint powers-type structure, and is part of a larger statewide network encompassing all criminal justice agencies, coordinated by the State Department of Justice. Costs are shared among all participants based on actual usage.



Net County Cost

There is no General Fund contribution to this program and it therefore has no Net County Cost. The program is fully funded by user fees.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised Budget to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: elimination of one-time expenses related to the Message Switch upgrade project, minor decreases to Message Switch operating

expenses; and an increase in contributions to Reserves to fund a Message Switch replacement. These costs are fully offset by reimbursements from participating agencies. Year-end Fund Balance has been used to partially offset costs to participating agencies.

Revenue/Sources	(191,711)
Appropriations	(226,637)
Intrafund Transfers	(2,574)
Reserves	37,500
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: Miscellaneous charges have increased slightly and Reserves have increased to reflect contributions to Message Switch Reserves. These costs are fully offset by reimbursements from participating agencies.

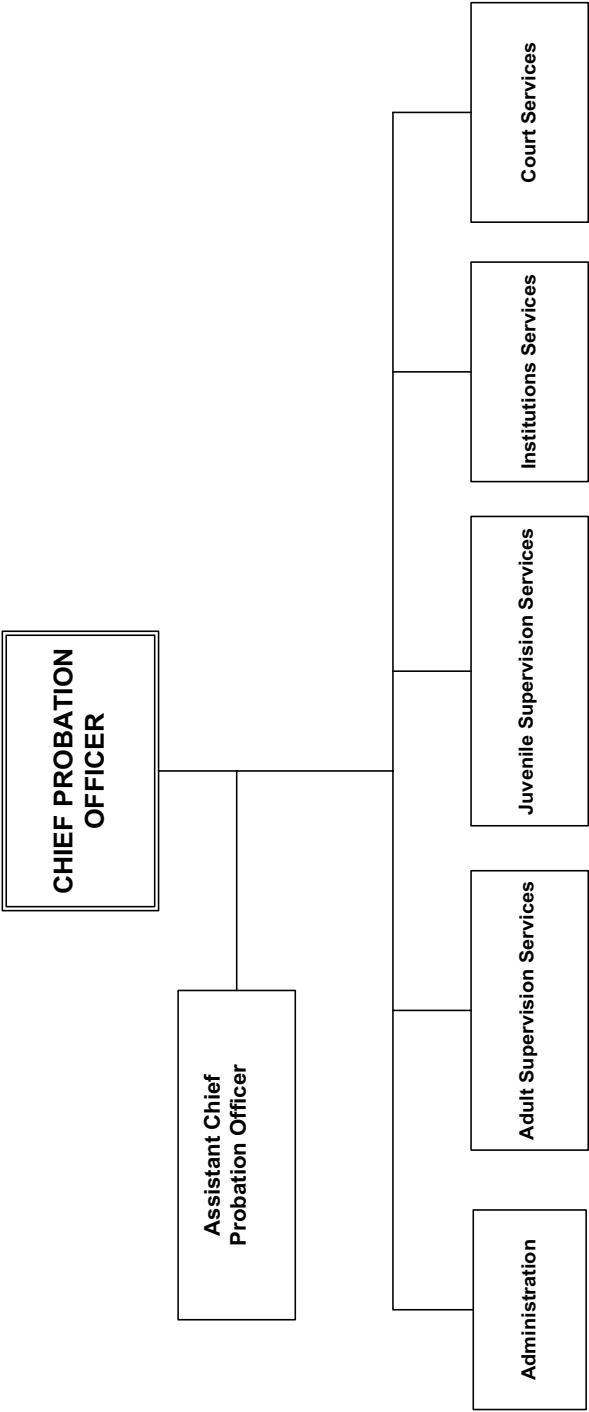
Revenue/Sources	61,283
Appropriations	28,468
Intrafund Transfers	(4,685)
Reserves	37,500
Net County Cost	0
Positions	0

Message Switch (1940B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

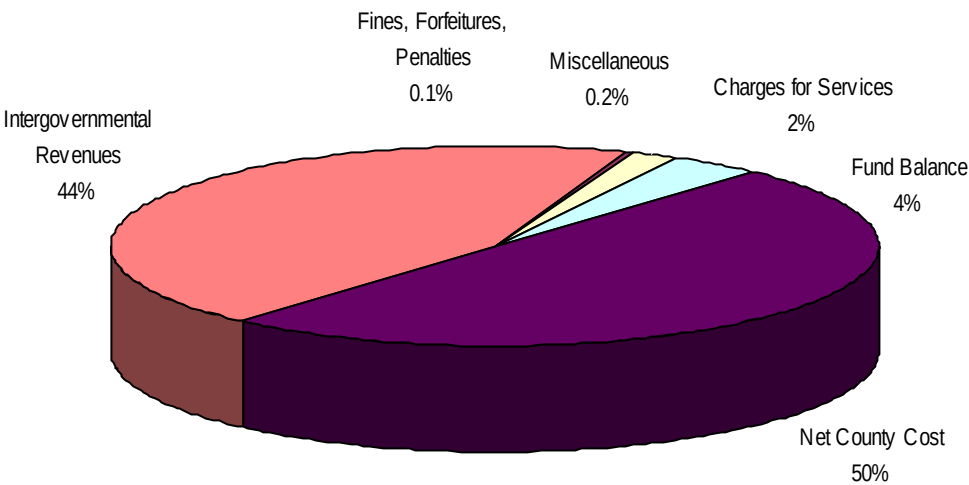
	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	470,141	520,325	588,649	592,219	3,570	615,908
Interfund Revenue	926	1,145	1,394	2,355	961	2,449
Miscellaneous Revenue	7,540	445				
Total Revenue	478,607	521,915	590,043	594,574	4,531	618,357
Fund Balance	486,480	538,141	522,426	326,184	(196,242)	363,684
TOTAL SOURCES	965,087	1,060,056	1,112,469	920,758	(191,711)	982,041
REQUIREMENTS						
Services and Supplies	321,797	379,671	446,682	422,825	(23,857)	439,696
Other Charges	206,203	248,788	492,693	289,913	(202,780)	301,510
Fixed Assets	5,024	18,637				
Gross Appropriations	533,025	647,097	939,375	712,738	(226,637)	741,206
Intrafund Transfers	(106,078)	(109,466)	(114,568)	(117,142)	(2,574)	(121,827)
Net Appropriations	426,946	537,630	824,807	595,596	(229,211)	619,379
Contingencies/Dept Reserves	538,141	522,426	287,662	325,162	37,500	362,662
TOTAL REQUIREMENTS	965,087	1,060,056	1,112,469	920,758	(191,711)	982,041

PROBATION DEPARTMENT

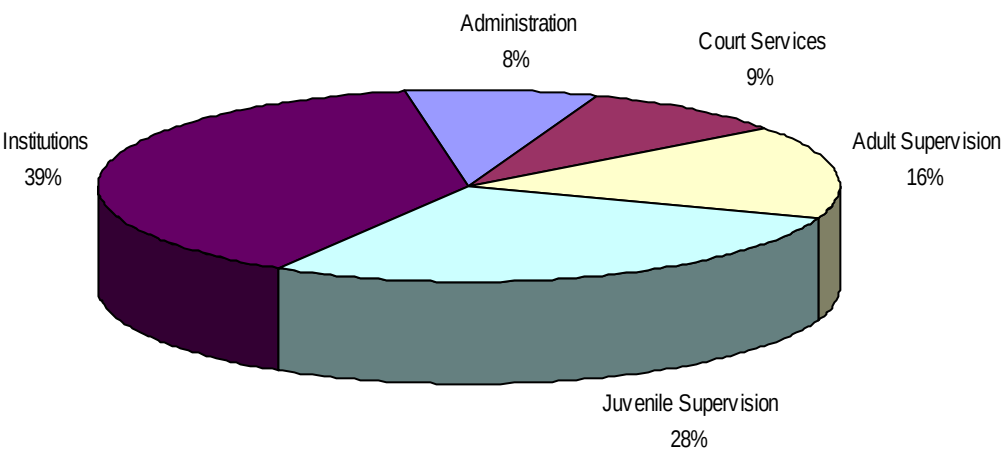


Probation Department

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Administration and Fiscal

Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

Sheriff's Office

Message Switch

► Probation Department

Coroner's Office

Environmental Services

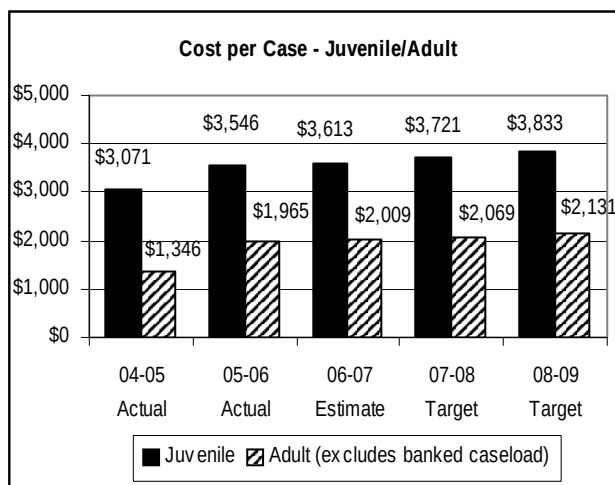
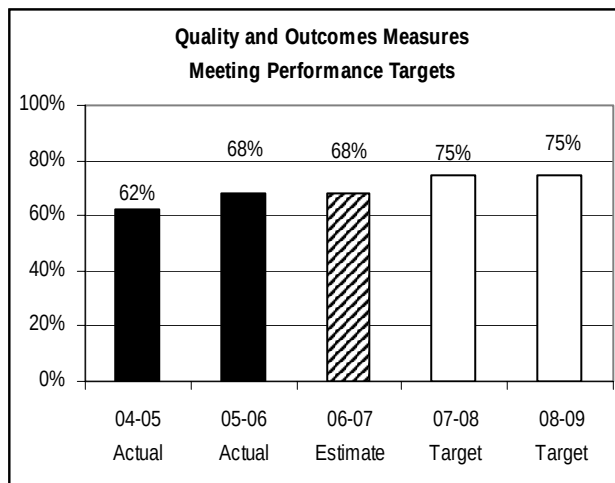
Public Works

Health

Human Services

Non-Departmental Services

Department Measures



Department Mission Statement

The mission of the Probation Department is to protect the public by providing quality cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the re-socialization of the offender, and to provide assistance and support to the community.



Contributions to Shared Vision 2010 Goals (Fiscal Years 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

• Youth Services Center

Construction of the Youth Services Center (YSC) has been completed. Probation now has the infrastructure to provide comprehensive, co-located services to better meet the needs of San Mateo County youth and their families. The YSC includes a state of the art juvenile hall with optimum programming capacity for youth and families, an assessment center that will serve as the YSC entry point with access and referrals to available community resources, an adolescent girls camp that will support local interventions and family reunification, a community school, and group homes.

• Risk Prevention Program

Partnered with law enforcement and school districts to provide prevention, intervention and diversion services on high school campuses throughout the county. This juvenile diversion program has continued to provide early intervention diversion services to approximately 500 high school first-time offenders per year who were referred to Probation by schools and local police departments. The probation officers provide support to the high schools during after school functions and activities, and over a thousand informal counseling interventions annually to youth who are having behavioral difficulties during school or in

the community. This program increases safety on campuses and diverts youth from the formal juvenile justice system.

- **Preventing Repeat Offender Program (PROP)**

Implemented the Preventing Repeat Offender Program (PROP), an evidence based program modeled at eight sites throughout California that delivers intensive services to first-time offenders who have multiple risk factors for further delinquency. The initial program was implemented in the northern region of the county with an accelerated resource center added to make services available in the community. A second PROP program was added to serve high-risk youth in the southern region of the county. The programs are funded through the Juvenile Justice Crime Prevention Act (JJCPA), a State grant that allocates annual funding to probation departments for programs proven to reduce recidivism.

- **Juvenile Assessment and Referral Center Services**

Created a comprehensive Juvenile Assessment and Referral Center (J-ARC) designed to serve as the YSC entry point, and a central resource for all San Mateo County youth and families needing screening, assessment, and referrals to treatment services. The first phase of the J-ARC, funded by the Juvenile Justice Crime Prevention Act, involved providing prevention and diversion services for arrested youth who were brought to the juvenile hall. The program consists of a multi-disciplinary team comprised of Mental Health Services, Human Services Agency, and Probation. The center has promoted inter-agency collaboration and has allowed the sharing of resources. The program will significantly expand service capacity over the next year to serve families in need, with comprehensive assessment services, added resources in education and health, and better capacity for linkages to services in the community.

- **Countywide Gang Suppression Efforts**

There is increasing demand for Probation gang suppression staff to design and lead gang education and community awareness presentations for administrators, teachers, parents, students, and other concerned members of the community. Probation officers, working in partnership with Jericho House, conduct approximately 50 educational presentations per year at schools and community sites explaining local gang culture and the impact of gangs in the community. Additionally Probation staff worked collaboratively with other members of the Sheriff's Gang Intelligence and Investigation Unit to conduct sweeps and collect and analyze information regarding gang members' activities. This information is shared with all levels of law enforcement to support gang abatement and public safety.

- **Adult Day Treatment Program**

Worked collaboratively with the Court to develop a comprehensive day treatment program for adult offenders who have serious substance abuse problems. The program serves as a voluntary alternative to custody with participation contingent upon an early release from jail. The intensive treatment program serves approximately 120 offenders annually and includes substance abuse treatment, cognitive skills training, educational

tutoring, and life skills courses. The program has had enormous success with annual recidivism rates at 15%. Two years ago, a dual-diagnosis component was added to provide mental health services and structured guidance to non-violent offenders with mental health disorders. The additional program has resulted in fewer offenders returning to custody for non-compliance of Court mandated treatment.

- **Margaret J. Kemp Girls Camp, G.I.R.L.S. Program**

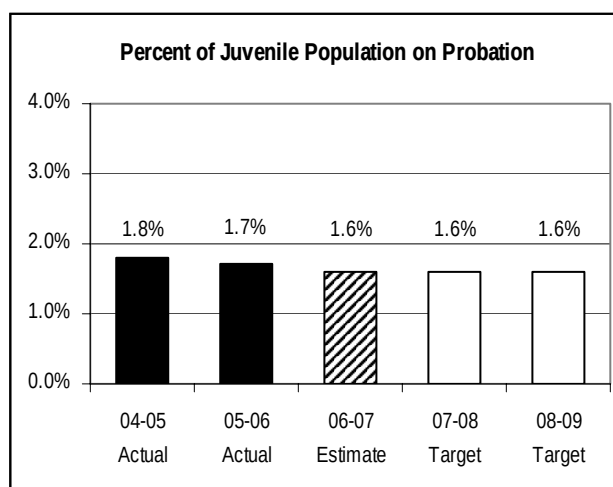
Worked collaboratively with treatment providers and Alcohol and Other Drug Services to develop the Gaining Independence and Reclaiming Lives Successfully program (G.I.R.L.S.), which offers gender specific programming and intensive treatment services to adolescent females in the juvenile justice system. This program provides a foundation for the programming at the new girls camp facility. To date over 140 girls have received services.

- **Developed Local Options for Out-of-Home Placements**

Reduced the number of probation youth being referred to group homes in and out of the state by 35%. The development of a gender-specific adolescent girls program has allowed 70 girls to remain in the local area enabling them build better relationships with their families. The number of adolescent males referred to the Camp Glenwood has increased by 10% while the program was modified to accommodate more youth. Creating local alternatives has limited the number of youth sent to the California Youth Authority.

- **Electronic Monitoring**

Implemented an Electronic Monitoring Program (EMP) as an alternative to detention for pre-adjudicated juveniles, reducing the number of youth detained in the juvenile hall and allowing youth to remain in their homes while going through the Court process. At any given time there are approximately 60-70 youth being monitored via EMP.



Major Accomplishments in FY 2006-07

Ensure Basic Health and Safety for All

- Successfully transitioned almost 200 wards from the Hillcrest Juvenile Hall to the new Margaret J. Kemp Girls Camp and the Youth Services Center (YSC). Implemented new Corrections Standards Authority compliant policies and procedures for the Girls Camp and the YSC. Probation, the Juvenile Court, District Attorney's Office, Private Defender Program, Mental Health Services, and the County Office of Education functions as related to the YSC, were all transitioned over to the new facility.
- Met with each police chief and school administrator throughout the county to discuss Risk Prevention Program (RPP) service levels and to discuss the participation cost methodology. The program now consists of 16 juvenile officers who provide prevention, intervention and diversion services on 19 high schools and 10 middle school campuses throughout the county.
- Continued collaborative efforts to build community capacity through the development of local programming sites that will be used as an alternative to detention. Three community sites to be used as alternatives to detention are anticipated for the future.
- Expanded the Electronic Monitoring Program and community programming to provide alternatives to detention that keeps youth in their home environment. Having successfully implemented use of electronic monitoring for pre-adjudicated youth, the department expanded this as an option for post-adjudicated youth who are on formal probation. The unit has an average of 70 youth under supervision and will continue to expand until EMP reaches a capacity of 120.
- Expanded services at the Juvenile Assessment and Referral Center to provide expanded hours, more parent programs, and a petty theft diversion program. In addition, the involved agencies conducted planning sessions to expand services to include the addition of staff from Mental Health Services and Human Services Agency with assessment and referral services provided to youth in the mental health, dependency, and juvenile justice systems.
- Expanded the gender specific Margaret J. Kemp Girls Camp programs utilizing some of the components of the current grant funded adolescent program with specialized national training on best practices in programming for girls.
- Participated in a coordinated law enforcement effort to reduce gang violence in high-risk communities. Two units of Probation staff dedicated significant amounts of time to work with local police agencies and the Sheriff's Office to increase the law enforcement profile in the communities. In addition, one Deputy Probation Officer was added to the Countywide Gang Task Force to be the liaison for Probation and to manage all gang suppression activities for the department.
- Collaborated with the Superior Court to accept a more accurate standard of urinalysis that detects lower levels of illegal drugs. This new standard discourages false negative results, relapse, and many attempts at sample tampering.

Responsive, Effective and Collaborative Government

- Contributed to County efforts to reduce gang involvement through regional presentations on target issues and effective interventions.

Major Issues to be Addressed

Proposed Return of Youth and Young Adults Currently Housed at the California Youth Authority (CYA)—The Governor's Proposed Budget (January 2007) indicated that appropriate youth currently detained at the CYA would be returned to their originating counties to relieve CYA overcrowding. It is unclear at this point what populations are being considered, what funding will be provided to counties, and what services counties will be required to provide.

Disadvantaged Youth Demonstrate Increasingly Challenging Behaviors—Youth in the juvenile justice system present with diverse behavioral issues that require timely and targeted responses from a multitude of partnering agencies. Youth referred to the Probation Department typically lack the ability to function in mainstream society and have problems with drug-addiction, truancy, violence, educational achievement, family stability, and gang influence. The majority of youth come from communities where poverty and quality of life disparities negatively impact their daily existence.

Increase in Adolescent Girls Entering the Juvenile Justice System Requiring Specialized Services—Females offenders have unique case needs that require specialized services. Nationally, in 2003, females accounted for 29% of all juvenile arrests compared with 19% in 1990. From 1994 to 2003, the juvenile arrest rate for aggravated assault increased by 17% for girls and declined 15% for boys. Among female delinquents, an estimated 70% have a history of sexual abuse. Sexual abuse often manifests in acting out behaviors including running away, prostitution, promiscuity, self-harm, inability to trust, teen pregnancy, depression, and eating disorders.

Increase in Gang Involvement and Violence—According to the 2004 San Mateo County Street Gang Report, compiled from information collected by all law enforcement agencies in the county, there has been a 68% increase in gang membership over the last 12 years. The number of gangs has decreased to 50 as smaller gangs have joined the larger Norteno and Sureno gangs. An informal survey of the Camp Glenwood and juvenile hall revealed gang affiliation by 64% and 52% of the youth, respectively. This was a 50% increase over the prior year.

Reduction in Utilization of Detention—Research shows that detention is not a useful or cost-effective consequence for youth who commit minor offenses or those who commit technical violations. Within a societal framework that favors incarceration and punishment, the efforts by the County to develop community alternatives will require new strategies and support from multiple agencies in including the Court, the District Attorney's Office, school districts, and community based organizations.

Disproportionate Minority Confinement—An assessment revealed that Hispanic, Pacific Islander, Filipino, and African American youth are disproportionately involved in the juvenile justice system when compared to their percentages in the general county population. Probation has reviewed procedures and added services to ensure that all youth arrested for minor offenses have the same opportunities for diversion. In addition, modifications were made to the detention assessment tool to allow use of electronic monitoring in lieu of detention in juvenile hall.

Lack of Stable Funding Source for Adult Supervision—The statewide average caseload remains above 200 cases per probation officer with 1,450 officers supervising approximately 305,000 persons currently on probation, including 8,700 sex offenders and 30,000 probationers convicted of domestic violence. Standard caseload sizes that allow effective community supervision and the highest success rates are 62 cases per officer. In order to demonstrate a need for a stable state funding source for supervision resources, probation departments across the state are implementing validated risk assessment tools that clearly identify the number of offenders in need of high-level supervision.

Lack of Local Residential Options for Transition Age Youth—Many youth completing the Camp Glenwood program and many youth returning from group home placements reside in high-risk neighborhoods where gang presence, violence, and drug addiction are the norm. Many do not have a stable healthy family to depend upon and several agencies including Mental Health Services, Human Services Agency and Probation have expressed the need for transitional housing for youth who require emancipation or independent living services. If unmet, these youth return to their criminal lifestyle and often end up in the State prison system.

Title IV-E Audit Risk—Title IV-E provides federal funding for administrative activities related to foster care or the potential need for foster care. Audits are being conducted in San Francisco and Alameda Counties to determine compliance with Federal requirements which may have significant adverse impact for all counties in California. In Probation, approximately 90 officers perform preventive case management services which enable youth to remain in their community, thus avoiding costly foster care placement. Annual federal reimbursement paid to Probation for providing these services is \$3,500,000 or approximately one-third of the salary and benefits of the 90 officers. To help ensure Title IV-E compliance, beginning in June 2007, the Administration and Juvenile Services divisions will conduct a pre-audit analysis to determine if case plans meet Division 13 requirements and if the administrative claiming is being conducted in compliance with regulations, and the Chief Probation Officers of California legislative expert will be providing County juvenile officers updated training on new regulations with a focus on strengthening case management and documentation.

Key Department Initiatives

1. Expand Services Offered at Youth Services Center (YSC)

Major Issues to be addressed:

- Service providers will need to work collaboratively to offer youth and families the finest case prevention and intervention services available. The YSC's continuum of services will reduce the effects of neglect, abuse, and juvenile crime, restore victims and strengthen families in a humane, safe, secure and cost effective manner.
- Continue with the Phase II projects associated with the Youth Services Center campus, including the receiving home and the group homes, to ensure that youth in need of transitional housing and those that are dual diagnosed receive in-county shelter and treatment services.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goal:

- To coordinate the implementation of the comprehensive and multi-disciplinary service resources now available at the Youth Services Center, to develop individual and family strengths, and to promote juvenile rehabilitation through appropriate program referral and intervention, while ensuring the public's safety and meeting the health and safety needs of detained juveniles

Objectives:

- Every youth detained in San Mateo County will receive appropriate and adequate assessment and case plan services to meet their individual and family needs and promote rehabilitation
- Reduce the number of girls be sent to out of county placements by 25%
- Youths detained in the juvenile hall will have access to multi-disciplinary programs that address individual needs
- Reduce the number of youth detained in the juvenile hall by 20%

Major Milestones:

- Effectively planned and coordinated the Margaret J. Kemp Girls Camp and Youth Services Center openings (October 2006)
- Designed and implemented specialized training for all staff working in the mental health unit in the juvenile hall (November 2006)
- Implemented policies and procedures for new facilities (December 2006)
- Successfully transitioned 200 youth and all servicing departments to the YSC (December 2006)
- Implement gender-specific program for the girls camp (Ongoing)

Partners:

- Correctional Health
- County Office of Education
- Courts

- District Attorney's Office
- Human Services Agency
- Mental Health Services
- Private Defender's Program
- Sheriff's Office

FY 2007-08 Budget Impact:

The new girls camp should generate a significant savings in the County out of home placement budget due to a reduction in the number of girls being placed in group homes. There is an increase of \$995,083 in the County facility rental account for the new juvenile hall, Probation Administration and the Juvenile Division which will be housed in the new Youth Services Center. Additionally there is a \$228,574 increase in the camps budget due to increased County facility rental charges for the girls camp. Food services charges for meals served to juveniles in the juvenile hall and the girls camp are increased by \$125,785 and \$171,289 respectively.

2. Juvenile Detention Alternatives Initiative (JDAI)

Major Issues to be addressed:

- Disproportionate confinement of Hispanic, Pacific Island, and African American youth detained in the juvenile hall and Camp Glenwood
- Over-utilization of detention for youth committing minor and technical law violations

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goal:

- Ensure alternatives to detention exist for youth who are not detained for serious or violent offenses

Objectives:

- Refer at least 50% of youth committing technical violations to community based detention alternative programs
- Double the number of referrals to the community care work program
- Reduce average daily population to 150

Major Milestones:

- Reassign staff to community care and day/evening and Saturday reporting programs
- Obtain funding or reallocate detention funds for activities and contracts with community based programs
- Complete the request for proposal (RFP) process for curriculum and service design
- Contract with community based organizations to provide detention alternatives

Partners:

- County Manager's Office
- Courts
- District Attorney's Office
- Health Department

- Human Services Agency
- Mental Health Services
- Private Defender's Program
- Sheriff's Office

FY 2007-08 Budget Impact:

The budget impact of implementing JDAI is expected to be neutral. Staffing reduced at the juvenile hall will be reallocated to community programs.

Other Significant Objectives by Program:

The Probation Department includes the following programs:

- Administrative Services
- Court Services
- Adult Supervision Services
- Juvenile Supervision Services
- Institutions Services

The following program objectives contribute to Probation Department success (additional program-level objectives are included in individual program plans):

Juvenile Supervision Services

- Continue to expand Juvenile Assessment and Referral Center to include crisis-call staff, an Alcohol and Other Drug Services Specialist, an education liaison, and a public health nurse to provide a comprehensive continuum of services
- Expand the Electronic Monitoring Program as a primary tool for post-adjudicated youth in lieu of incarceration
- Continue gang suppression efforts with criminal justice agencies

Adult Supervision Services

- Utilize any FY 2007-08 State budget funding to target the key repeat offender population, aged 18-24 years
- Develop an information system that will allow efficient and accurate data collection
- Continue gang suppression efforts with all county law enforcement
- Combine the Municipal and Superior Court Services Units into one multi-functional Court Services Unit
- Work collaboratively with the Sheriff's Office Jail Overcrowding Task Force to help eliminate jail overcrowding
- Implement Domestic Violence Firearms Compliance Program procedures to track, investigate and enforce court-ordered prohibitions against firearms possession

Probation Department (3200D)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	85,220	67,409	107,500	36,300	(71,200)	36,300
Intergovernmental Revenues	31,590,565	29,481,580	29,945,121	30,339,216	394,095	30,339,216
Charges for Services	1,308,716	1,253,451	1,412,578	1,324,200	(88,378)	1,324,200
Miscellaneous Revenue	209,022	133,340		148,700	148,700	148,700
Other Financing Sources	230,000	230,000	230,000		(230,000)	
Total Revenue	33,423,524	31,165,780	31,695,199	31,848,416	153,217	31,848,416
Fund Balance	2,096,753	2,258,514	3,202,982	2,717,501	(485,481)	2,717,501
TOTAL SOURCES	35,520,277	33,424,294	34,898,181	34,565,917	(332,264)	34,565,917
REQUIREMENTS						
Salaries and Benefits	42,435,898	44,333,455	49,439,133	51,600,000	2,160,867	53,923,118
Services and Supplies	7,077,806	10,622,293	12,666,212	12,311,154	(355,058)	12,311,154
Other Charges	6,748,717	7,194,057	8,891,646	13,290,829	4,399,183	13,290,829
Fixed Assets	8,041	25,466	517,272	55,000	(462,272)	
Gross Appropriations	56,270,463	62,175,272	71,514,263	77,256,983	5,742,720	79,525,101
Intrafund Transfers	(4,537,468)	(7,277,057)	(7,420,872)	(8,742,073)	(1,321,201)	(8,742,073)
Net Appropriations	51,732,995	54,898,215	64,093,391	68,514,910	4,421,519	70,783,028
Contingencies/Dept Reserves	511,851	419,908	419,908	258,910	(160,998)	313,910
TOTAL REQUIREMENTS	52,244,846	55,318,123	64,513,299	68,773,820	4,260,521	71,096,938
NET COUNTY COST	16,724,569	21,893,829	29,615,118	34,207,903	4,592,785	36,531,021
AUTHORIZED POSITIONS						
Salary Resolution	429.0	463.0	465.0	465.0		465.0
Funded FTE	415.8	442.3	456.1	458.1	2.0	458.1

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$332,264 or 0.9% from FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is a decrease of \$71,200 in this funding source due to the reduced levels of collections for Juvenile Traffic Fines and Municipal and Juvenile Court fines.

Intergovernmental Revenues

There is a net increase of \$394,095 in this funding source due to decreased revenues in Title IV-E reimbursements; a reduction in Risk Prevention Program reimbursements from local jurisdictions; reduced levels of State aid revenues for group home visits; and an expiration of a federal grant, Rapid Enforcement Allied Computer Team Task Force (REACT). These reductions are offset by increases in Proposition 172 revenues; increased revenues from the State Corrections Standards Authority (CSA) for the new Girls Camp; supplemental Juvenile Justice Crime Prevention Act (JJCPA) funding from for the Day Evening and Weekend (DEW) program; increased funding levels for CSA mandated training; and a funding provided via a new federal Office of Justice Programs grant, Girls Making a Difference.

Charges for Services

There is a net decrease of \$88,378 in this funding source due to a decrease in revenues from care and maintenance fees assessed to parents of detained youth. This decrease is partially offset by an increase in supervision fees for adult misdemeanants and felons.

Miscellaneous Revenue

There is an increase of \$148,700 in this funding source due to inclusion of compensation insurance refunds, State disability refunds and SB90 claiming revenues in this object level.

Other Financing Sources

There is a decrease of \$230,000 in this funding source because the half-cent transportation tax funds have already been fully allocated for FY 2007-08.

Fund Balance

There is a net decrease of \$485,481 in this funding source due to the elimination of one-time only contributions for the Youth Services Campus (YSC) move in FY 2006-07 and use of departmental contingencies. Decreases are partially offset with miscellaneous Fund Balance adjustments.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,260,521 or 6.6% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$2,160,867 in this expenditure category due to the inclusion of negotiated labor increases, merit increases, retiree health benefits, provision for extra-help and overtime for the 24/7 institutions, retirement contributions, and health plan increases.

Services and Supplies

There is a net decrease of \$355,058 in this expenditure category due to a decrease in Office Furniture and Equipment in the amount of \$1,999,346. This decrease is partially offset by the following increases: an increase of over \$850,000 in internal cost applied charges to operating units; State mandated training expenditures in the amount of \$90,000; computer maintenance contracts of \$214,000 for general equipment maintenance; the Juvenile Case Management System (JCMS) and the Adult Case Management System (ACMS); and contracts with providers which are offset by new funding in the amount of \$490,300.

Other Charges

There is a net increase of \$4,399,183 in this expenditure category primarily due to increased rent charges of \$4,509,346 and General Liability Insurance charges of \$162,000, both for the new YSC; increased Food Service Charges from Correctional Health in the amount of \$148,885; and increased collection charges of \$189,000 due to increased collection efforts by Revenue Services. Increases are partially offset by decreases in automation services in the amount of \$290,000; other correctional care expenditures in the amount \$238,000 due to fewer youth in the California Youth Authority; and a reduction of provider contracts in the amount of \$116,000.

Fixed Assets

There is a decrease of \$462,272 in this expenditure category due to the elimination of one-time funding for new equipment for the Youth Services Center.

Intrafund Transfers

There is a net increase of \$1,321,201 in this expenditure category due to increases in changes to other programs within the department in the amount of \$855,317 for increased administrative overhead associated with the YSC; an increase of \$466,000 for increased Intrafund Transfers mainly due to the new Mentally Ill Offender Grant with the Sheriff's Office in the amount of \$130,000, an MOU with the County Office of Education in the amount of \$277,000 for joint payment responsibilities in community schools; an increase with Health and the Wraparound Program for \$38,000; an increase in the amount of \$75,000 under the MOU with the Human Services Agency for services provided under a grant, which is offset by decreases in expired grants in the amount of \$50,000; and other miscellaneous reductions in the amount of \$4,000.

Contingencies/Departmental Reserves

There is a decrease of \$160,998 in this expenditure category due to the utilization of Reserves to meet the department Net County Cost target. The balance in Reserves represents 0.38% of Net Appropriations, which is below the County 2% reserves policy requirement by \$1,111,388.

NET COUNTY COST

There is a net increase of \$4,592,785 or 15.5% in the Department's General Fund allocation. Major increases to Net County Cost include merit and negotiated increases in salary and annualization of benefits totaling \$1,731,841 (these include an increase in Workers' Compensation costs of 20%, an adjustment for terminal pay, a mid year fund balance adjustment, and an adjustment to retiree costs of \$347,634); cost of living increases of 3% for social services related contractors in the amount of \$26,523; facility rental increases, primarily for the Youth Services Center, of \$4,948,351; the restoration of the half-cent sales tax funding of \$230,000, offset by decreases of \$390,291 for increases to the Proposition 172 revenues; and reductions of one-time only expenses of \$2,316,848 associated with the relocation to the Youth Services Center.

FY 2008-09 Budget Overview**TOTAL SOURCES**

Total Sources remain the same from the FY 2007-08 to the FY 2008-09 Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increased by \$2,323,118 or 3.4% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$2,323,118 in this expenditure category due to the inclusion of negotiated labor increases.

Fixed Assets

There is a decrease of \$55,000 in this expenditure category due to the exclusion of one-time fixed assets that are expected to be expensed in the prior year.

Contingencies/Departmental Reserves

There is a increase of \$55,000 in this expenditure category due to adjustments in one-time fixed assets that are expected to be expensed in the prior year. The balance in Reserves represents 0.44% of Net Appropriations, which is below the County 2% reserves policy requirement by \$1,102,641.

NET COUNTY COST

There is a increase of \$2,323,118 or 6.8% in this Department's General Fund allocation due to negotiated labor increases.

Administrative Services (3211P)

Program Locator

County

Criminal Justice

Probation Department



Administrative Services

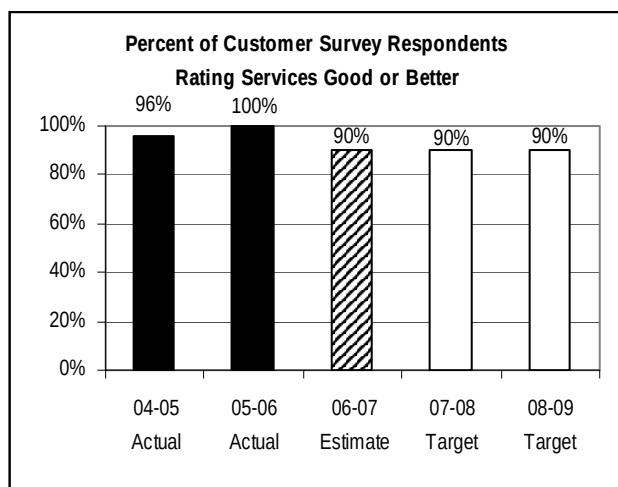
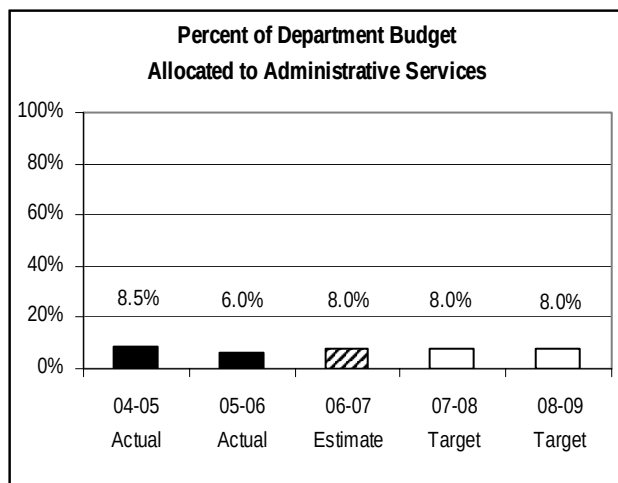
Court Services

Adult Supervision Services

Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

Administrative Services provides direction and leadership, defines Probation Department priorities, assesses staff needs, provides training, personnel, and automation services, and develops, coordinates, and monitors fiscal activities to support the department's vision and mission.

Services and Accomplishments

Administrative Services primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering department-wide direction and administrative support in the following areas: personnel, training, background investigations, grant enhancement, fiscal services, automation, and program support. The primary functions of Administrative Services are to provide staff with the resources necessary to carry out the department's mission and ensure that department operations are both efficient and effective.

The following were major accomplishments in the current year:

- Completed transition to the new Youth Services Center (YSC) including conducting new policies and procedures training for all juvenile hall staff, formally opening the facility, and coordinating the move of all former Hillcrest Juvenile Hall functions into the new facility
- Executed plan to coordinate the move of information technology, all computer and phone systems, to new YSC
- In collaboration with Revenue Services implemented the Columbia Ultimate Business System (CUBS) to increase the collection of victim restitution and department revenue
- Coordinated lobbying efforts resulted in the full restoration of Standards and Training for Corrections funding

Story Behind Performance

This year, with both Temporary Assistance for Needy Families (TANF) and Juvenile Justice Crime Prevention Act (JJCPA) funds included in the Governor's Proposed Budget, Probation was able to focus attention on its infrastructure in the areas of personnel, training, background investigations, and revenue collection. A primary focus was on the transition to the Youth Services Center, which required substantial administrative planning and coordination. Many staff were involved in the assessment and ordering of furniture and fixtures for the new buildings.

The Training Unit coordinated a variety of training courses designed to meet a multitude of Probation needs. These included the design of a cost effective local core training for the new Youth Services Center staff, a series on new facility trainings for all Institutions staff, on-line courses for probation officers, and enhanced experiential training during which officers shadow peers in different divisions. The unit assisted with coordination of management training on topics including conflict resolution, fiscal budgeting, and project management. While Probation has provided excellent training to a young management team, the issue of succession planning remains a priority, and implementation of a successful mentoring program is a natural progression in staff development.

This Training Unit also handled the screening, tracking and oversight of over 70 background investigations (BIs) for potential employees. Not scheduling candidates for psychological and medical exams until investigators can provide a preliminary recommendation avoids

significant cost, and reduces the sheer volume of background investigations required to meet Youth Services Center staffing needs, but has resulted in longer processing time frames needed to complete background investigations. In the prior year, 95% of all BIs were complete in nine weeks. That percentage has fallen to 50% in the current year and is expected to remain below 50%. Emphasis will be placed on increasing the candidate pool while avoiding overall expenditures associated with unsuitable candidates.

The Information Technology (IT) Unit worked collaboratively with five departments on the Criminal Justice Information System (CJIS) workgroup, which developed a request for proposals (RFP) and subsequently hired a consultant to develop a plan to have all departments off the County mainframe by June 2007. The IT Unit continues to experiment with better ways to keep case information current and available to officers in the field, including officer use of hand-held and notebook computers with Internet access. The IT Unit has also worked collaboratively with the Adult Division Deputy Chief to complete a written needs assessment for the development of a much needed adult database system.

Major challenges over the next two years will be:

- To strategize methods of addressing the impacts of correction reform
- To design and implement a new adult database system and complete data conversion by October 2007
- To modify the juvenile data system to reduce the need for data double-entry, and improve data extraction capabilities
- To implement a comprehensive mentoring program for staff expecting to enter into key positions
- To implement a contracts management database and integrate it into the budget development process

Program Objectives

The Administrative Services Program will meet performance targets by doing the following:

Implement Basic Database Systems to Allow Program Evaluation and Data Analysis

- Design, develop, and implement an adult database system with comprehensive case management and outcome based management (OBM) reporting capability
- Coordinate data conversion to new system
- Begin programming to automate newly acquired adult risk assessment tool
- Modify juvenile data system to build data extraction capacity and performance measure reports

Develop Department Management Team

- Implement a structured voluntary mentoring program
- Plan and develop training classes to increase focus on staff development
- Incorporate the new Management Analyst team into the department decision making process

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of training classes	133	183	135	145	145
Number of background investigations	45	82	40	40	40
Number of restitution/fine accounts set-up	4,862	5,951	6,000	5,800	5,800
How Well We Do It (Quality)					
Number of applicants entering the background investigations process within five weeks	43	58	38	38	38
Percent of department budget allocated to Administrative Services ⁽¹⁾	8.5%	6%	8%	8%	8%
Is Anyone Better Off? (Outcome)					
Number and percent of training class evaluations indicating job relevance	1,210 / 79%	1,130 / 83%	1,215 / 83%	1,215/80%	1,215/80%
Number and percent of background investigations completed in 12 weeks	---	---	10 / 25%	14/35%	14/35%
Number and percent of customer survey respondents rating service good or better	96%	100%	90%	90%	90%
Dollars recovered to offset cost of detained youth ⁽²⁾	\$522,722	\$481,994	\$500,000	\$550,000	\$550,000

⁽¹⁾ Expenditures for department-wide training, background investigation, equipment leases, and service contracts are reflected in this figure

⁽²⁾ Collection of the cost assessed to parents of detained youth for care and maintenance has been adversely impacted by a delay in implementing an automated collection system and workload considerations

Administrative Services (3211P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	22.0	23.0	21.0	21.0		21.0
Funded FTE	22.0	23.0	21.3	21.0	(0.3)	21.0
Total Requirements	4,399,677	4,383,309	5,461,403	5,711,874	250,471	5,808,364
Total Sources	3,068,550	3,947,145	4,347,387	3,949,595	(397,792)	3,949,595
Net County Cost	1,331,127	436,164	1,114,016	1,762,279	648,263	1,858,769
NCC Breakdown						
Mandated Services			12,834	88,114	75,280	92,938
Non-Mandated Services			1,101,182	1,674,165	572,983	1,765,831

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,762,279 or 30.9%, of which approximately 95% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include conducting pre-employment background checks, providing peace officer training, and processing victim restitution payments.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments; increases in County-owned facility rental charges, including debt service for the Youth Services Center, and liability and bond insurance; and an increase in Proposition 172 Public Safety Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(397,792)	411,469	0	(160,998)	648,263	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments. Fixed Assets have been reduced and Reserves increased by the amount of a one-time expense.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	41,490	0	55,000	96,490	0

Court Services (3223P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services



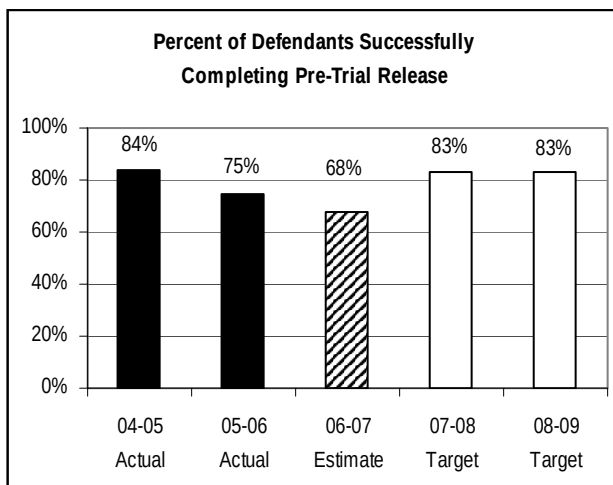
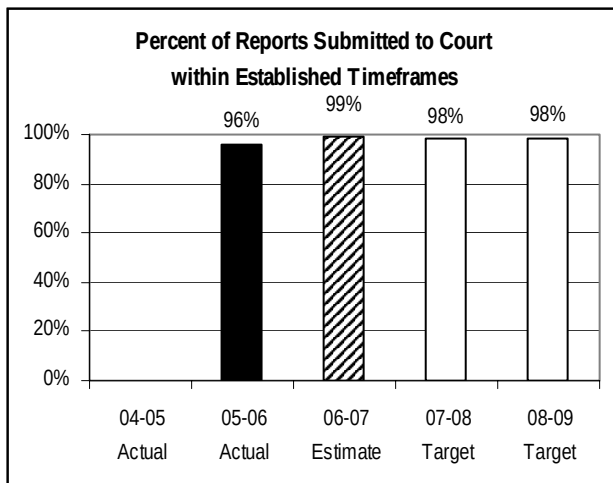
Court Services

Adult Supervision Services

Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

The Adult and Juvenile Court Services Units have the responsibility to provide thorough, timely, and impartial information to the courts they serve. The purpose of their investigations and reports are to provide the Court with sufficient background and criminal history information to facilitate the best judicial decision possible in pretrial

and pre-sentence matters for adults, and detention, pre-adjudication, and sentencing matters for juveniles.

Services and Accomplishments

The Court Services program primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by supporting the Court's efforts to protect the community, allow deserving youth and defendants the liberty to assist in their own defense, and impose the most appropriate sentence; facilitating opportunities for treatment during the process; encouraging clients to participate in and comply with the Court process; and providing the Court with sentence recommendations, including conditions of probation that maximize public safety, protect crime victims, and provide structure for juvenile and adult offenders.

The Adult Division Court Services Unit manages the Pretrial Unit. Defendants are evaluated for own recognizance release through a review of their criminal history and the use of a risk assessment tool.

The following were major accomplishments in the prior year:

- Implemented the use of a validated risk, needs assessment and case management tool used to support sentencing recommendations
- Systemized cross-training of officers to become proficient in all Municipal and Superior Court document formats
- Probation Officers completed training in motivational interviewing with two staff trained as trainers to assure continued training and application of this valuable tool
- A protocol in regards in Joint Jurisdiction (241.1 W&I) was finalized in collaboration with Human Services Agency (HSA) and a joint training on the protocol was facilitated for both HSA and Probation staff.

Story Behind Performance

A large part of the Court Services Unit's success is due to the on-going collaboration and reciprocal cooperation between unit management and the Court. The high quality of assessment, reporting and supervision is due to quality training and unit management. With the Court's willingness to be actively involved in workload issues, the Probation Department has been able to manage its resources and maintain quality reports in spite of staff reductions. In addition, juvenile intake referrals have decreased due to accelerated activities by the full operation of the Juvenile Assessment and Referral Center and police diversion to community programs.

The Court Services Units are having difficulty meeting the current demand for bilingual services. Consequently non-English speaking probationers are sometimes supervised by non-bilingual staff and unable to fully benefit from probation. The demands on bilingual staff to supervise non-English speaking probationers or assist non-bilingual staff has the side effect of limiting the exposure of existing bilingual staff to other phases and opportunities in Probation. Even

with these limitations, the quality of this unit's efforts ensures that approximately 97% of all court documents meet or exceed Probation standards of legal viability, accuracy, impartiality, informative content and timeliness.

Court Services use of pretrial supervision services seemed to decrease at the close of the last fiscal year. As a result, one deputy probation officer position and one office support position were removed from the program to fill service deficits in other areas of the division. The program is now experiencing a modest increase in the demand for supervision services. If this upward trend continues, it will demonstrate a need to restore staff resources.

Retirements, promotions, transfers and new appointments continue to challenge both Adult and Juvenile Court Services Units. Officers are responding well to training, however justifiable concerns over production requirements per officer exist as officers expand their workload to include unfamiliar court documents.

The Juvenile Division implemented a new assessment tool for written reports completed by the Investigations Unit probation officers. This tool provides extensive case information. As a result, the maximum number of reports per month required of each officer was reduced from 14 to 12. This has helped officers adhere to mandated time lines. Over the next few years, it is hoped that competence with this new assessment tool and experienced officers in the Investigations Unit will reduce the number of written reports requiring remedial action. As more cases are diverted from the formal juvenile justice system, investigation resources can be reallocated to provide supervision services. A reduction in the overall number of reports that are written should help maintain a high standard for getting reports to the Court on time.

Major challenges over the next two years will be:

- To provide sufficient training and practice opportunities in order to improve staff skills
- To complete consolidation of the Adult Division Municipal and Superior Court Units into one multi-functional Court Services Unit
- To continue to monitor pretrial service utilization
- To increase ability to respond to bi-lingual workload
- To implement an on-going training plan for new staff and managers
- To maximize use of the new juvenile assessment tool
- To assess the feasibility of automating aspects of the court report writing process

Program Objectives

The Court Services Units will meet performance targets by doing the following:

Ensure 85% of all Pre-Trial and Court Ordered Reports are Completed Accurately and Submitted within Established Time frames

- Monitor Court submissions
- Cross train municipal and superior court investigation staff

- Rotate officers through court officer assignments to spread those skills more widely
- Track and manage surges in investigation referrals
- Train new staff in time management techniques

Work with Courts to Increase Use of Pre-Trial Services

- Conduct analysis of current practices
- Evaluate successful programs in other counties
- Work with Court to implement utilization of valid release instrument

Provide Appropriate Training for All New Staff

- Monitor areas where remedial action was required
- Develop and provide additional support and training in this area

Complete Implementation of the New Juvenile Assessment Tool

- Provide training on Motivational Interviewing
- Use the assessment tool to support recommendations made to the Court

Restructure the court report writing process

- Define and then re-engineer the process and workflow
- Decide what types of reports probation officers will initially type
- Train probation officers on using report templates to type reports

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of reports	5,364	3,491	2,907	2,990	3,080
- Adult				1,860	2,205
- Juvenile				1,220	945
Number of completed Pre-trial Services Investigations	9,796	10,857	11,504	12,850	12,850
Number of defendants granted pretrial release ⁽¹⁾	1,268	531	781	859	859
How Well We Do It (Quality)					
Number and percent of reports submitted to Court within established time frames	---	2,966 / 96%	2,879 / 99%	3,012 / 98%	3,012 / 98%
- Adult Courts				1,825 / 98%	1,825 / 98%
- Juvenile Courts				1,187 / 98%	1,187 / 98%
Number of reports per officer per year					
- Adult Courts	548	222 ⁽²⁾	667	700	700
- Juvenile Courts	121	99	114	80	80
Is Anyone Better Off? (Outcome)					
Number and percent of reports not requiring remedial action	4,134 / 99%	2,953 / 94%	2,792 / 92%	2,912 / 97%	3,000 / 97%
- Adult				1,734 / 97%	1,800 / 97%
- Juvenile				1,187 / 97%	1,200 / 97%
Number and percent of defendants successfully completing pretrial release	1,246 / 84%	1,029 / 75%	1,247 / 68%	1,149 / 83%	1,149 / 83%

⁽¹⁾ Because considerable time can transpire between when a given defendant is granted release and completes release, there is not a direct relationship between these measures.

⁽²⁾ FY 2005-06 is under reported due to inconsistency in methodology.

Court Services (3223P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	61.0	58.0	42.0	43.0	1.0	43.0
Funded FTE	58.3	54.3	39.5	41.6	2.1	41.6
Total Requirements	5,416,301	5,421,849	5,606,896	6,237,471	630,575	6,444,990
Total Sources	1,813,430	1,819,922	1,770,219	1,806,123	35,904	1,806,123
Net County Cost	3,602,871	3,601,927	3,836,677	4,431,348	594,671	4,638,867
NCC Breakdown						
Mandated Services			3,836,677	4,431,348	594,671	4,638,867

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,431,348 or 71.0%, of which \$0 or 0.0% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2006-07 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments; reduction in charges for departmental administrative services; increases in County-owned facility rental charges, including debt service for the Youth Services Center, and liability and bond insurance; and an increase in Proposition 172 Public Safety Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
35,904	630,575	0	0	594,671	1

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	207,519	0	0	207,519	0

Adult Supervision Services (3227P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

Court Services

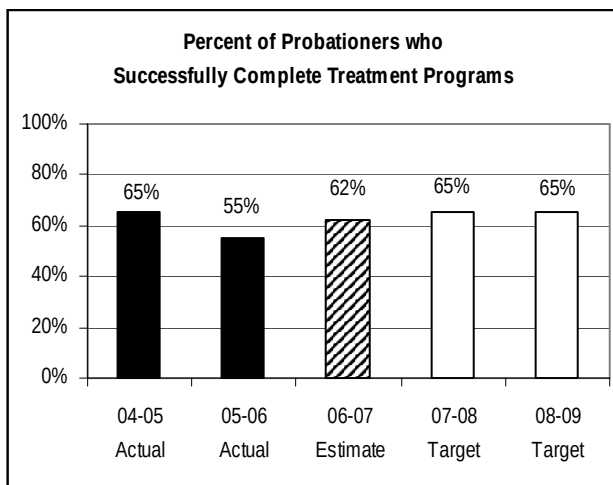
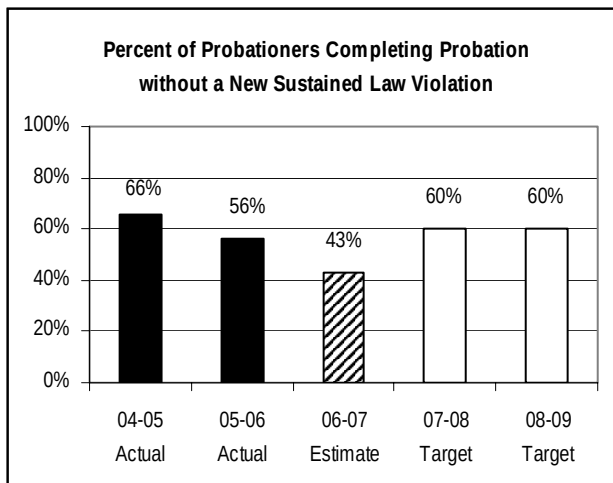


Adult Supervision Services

Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

Adult Supervision Services exists to enforce the conditions of probation and to give the probationer every available benefit of probation that will contribute to a positive lifestyle change to reduce the potential for recidivism.

Services and Accomplishments

Adult Supervision Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing over 2,400 probationers with specialized supervision programs that range in intensity according to the supervision and treatment needs of the probationer. Supervision services range from intensive, community based monitoring, chemical testing and treatment for high risk offenders to more general services of scheduled contact, and progress reviews for low risk offenders. Program personnel collaborate with and provide mutual support to all levels of local, state and federal law enforcement. Participation in San Mateo County's Gang Intelligence and Investigation Unit and the Western States Information Network help Adult Supervision Services to operate in a highly efficient manner to support public safety.

Adult Supervision Services includes the following services and specialized assignments: Intensive Supervision, Sex Offenders, Violent Offenders, Drug Court, Bridges Program, Proposition 36, Mentally Ill Offender Crime Reduction (Pathways) Program, Re-entry Program and Deferred Entry of Judgment. Adult Supervision Services utilizes a Computer Assisted Case Services Unit (CAST) to provide limited case processing services to probationers who do not present an immediate foreseeable public safety risk. This allows the division the best possible use of its limited supervision resources. Together, these programs provide supervision services that include: community based supervision, counseling, treatment referral; proactive intervention, chemical testing, electronic monitoring, educational programs, vocational training, employment resources, and cognitive skills training through.

The following were major accomplishments in the current year:

- Assisted in the formation of a multi-level law enforcement effort to reduce gang violence in San Mateo County
- Participation in multi-jurisdictional crime reduction projects
- Conducted a total of 101 anti-gang presentations in various schools and before several city government agencies
- Completed collection of nearly 3,000 DNA samples required by the Department of Justice for compliance with Proposition 69
- Evaluated two scientifically validated risk and needs assessment instruments to improve case management, compile useful data and reduce recidivism
- Incorporated the Medi-Cal Administrative Activities (MAA) process into the Adult Supervision Services core operations to increase department revenue

Story Behind Performance

Although the percentage of San Mateo County probationers who successfully complete probation without committing new law violations continues to exceed that of published reports by the Bureau of Justice Statistics, there is currently a significant decrease in this percentage. This decrease may be due to a large number of

Adult Supervision staff transfers over the past year. Vacancies are often filled through transfer; however each such transfer often triggers several staff reassignments that disturbs service and supervision continuity. Almost 30 reassignments occurred during the past year requiring officers to learn new responsibilities. Many probationers were reassigned to a new officer more than two times. A significant reduction in transfers, retirements, and resignations should restore success rates.

The effect of adding three officer positions to meet the supervision needs of mentally ill offenders, and the addition of one re-entry position to support probationers successful transition back to community life have been positive. Not only do these positions address the needs of a significant subgroup of the adult probation population, they indirectly free other supervision units to provide more direct supervision services by lowering caseloads. As a result, Probation anticipates a short-term increase in technical violations because officers will have more opportunity to detect violations and relapse. Probation also anticipates that the increase will fade and that there will be a long-term improvement in successful program and probation completions.

Substance abuse continues to be the dominant reason why adult offenders are on supervised probation. Success rates for this population vary greatly depending on the program, with the highest success rates in structured programs like Drug Court and Bridges and the lowest in Proposition 36. Even when a probationer is not convicted of a drug offense, drugs or alcohol are often a component of their crime or criminal history. Over the past year, Adult Supervision Services has become more aware that there are a significant number of substance abusers that are also mentally ill and sometimes use drugs or alcohol to self-medicate. Supervision of this subgroup requires a team approach that extends beyond chemical testing and detention to include elements of mental health and medical services in order to prevent relapse, or recidivism.

The illegal use of methamphetamine continues to be a dominant drug of choice. Officers are required to exercise greater caution to protect themselves from the hazards produced by the environments in which the drug is produced and the volatile behavior often exhibited by chronic users.

The modest decrease in last year's adult probation population did not establish a trend. The current population hovers between 5400 and 5900, and is expected to continue. The average number of probationers per officer has grown from 70 probationers per officer to 90 probationers per officer. This is thought to be a short-term increase and caused by the reclassification and redistribution of probationers. It is anticipated that the ratio of probationers to officers will return to former levels by the end of FY 2006-07.

Gang violence continues to be an emerging and persistent challenge. Emerging because of the increase in the sophistication of gang tactics that include the surveillance of law enforcement, improved communications via computers, an increasing disassociation with certain gang colors, increasing reluctance to admit to gang affiliation, and open threats of violence to law enforcement. It remains persistent because many young people

continue to be successfully recruited into gangs despite dedicated government and community prevention efforts. Adult Supervision Services anticipates being heavily involved in the newly formed Countywide Gang Intelligence and Investigation Unit to reduce gang activity among probationers wherever possible. Adult Supervision Services officers continue to rely heavily upon regular collaboration with community based treatment organizations and all levels of local and State law enforcement. Many probation officers are designated liaisons between the Adult Supervision Services and several local, specialized law enforcement task forces.

Major challenges over the next two years will be:

- To strategize methods of addressing the impacts of correction reform
- To develop and implement a new data system by July 2007
- To utilize a scientifically validated instrument to accurately assess the public risk and service needs of probationers
- To focus on high-reliability and assured performance in all areas of the division

Program Objectives

Adult Supervision Services will meet performance targets by doing the following:

To make progress towards the goal of 73% of Probationers

Completing Probation Without a New Sustained Law Violation

- Obtain and implement new case management system to better allocate department supervision resources and identify gaps in services
- Implement a validated risk assessment tool to better identify supervision service levels by July 2007
- Create performance measures specific to Pathways and re-entry positions
- Utilize educational and vocational programs available for offenders in the county

Continue to Support, and Utilize Collaboration and Networking with Community Based Treatment Programs and Local Law Enforcement

- Continue participation on task force operations
- Work with treatment providers to focus on implementing more evidence based practices
- Continue participation on East Palo Alto (EPA) Crime Task Force and the San Mateo County Gang Abatement Project

Continue to Provide the Most Current and Effective Case-Management Training Available

- Update specialized training in supervision of offenders who commit crimes of violence, identity theft, domestic violence, and substance abuse
- Continue to improve officer safety training and ensure safety equipment is up to date
- Continue motivational interviewing training to all probation officers
- Continue to provide training on behavioral assessment instruments

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of probationers placed on relapse prevention supervision services	1,437	1,878	2,950	1,548	1,548
Number of probationers placed on Intensive Supervision	1,479	923	1,109	1,200	1,200
Number of supervised offenders on CAST	4,504	3,596	2,733	4,000	4,000
How Well We Do It (Quality)					
Number and percent of probationers referred to treatment programs	2,564 / 29%	1,382 / 47%	2,485 / 72%	2,000 / 50%	2,000 / 50%
Staff to client ratio	1:84	1:101	1:99	1:65	1:65
Percent of total adult probation caseload on CAST	57%	43%	47%	55%	55%
Is Anyone Better Off? (Outcome)					
Number and percent of probationers completing probation without new sustained law violation	526 / 66%	840 / 56%	1,079 / 43%	840 / 60%	840 / 60%
Number and percent of probationers who successfully complete treatment program	409 / 65%	1,234 / 55%	816 / 62%	951 / 65%	951 / 65%
Percent of CAST offenders completing probation versus termination to California Department of Corrections or Jail	65%	58%	38%	65%	65%

Adult Supervision Services (3227P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	94.0	97.0	101.0	100.0	(1.0)	100.0
Funded FTE	93.3	96.3	100.4	99.3	(1.1)	99.3
Total Requirements	9,617,840	10,139,934	12,012,465	10,887,696	(1,124,769)	11,350,526
Total Sources	5,073,326	5,316,743	4,865,238	4,926,341	61,103	4,926,341
Net County Cost	4,544,514	4,823,191	7,147,227	5,961,355	(1,185,872)	6,424,185
NCC Breakdown						
Mandated Services			7,147,227	5,961,355	(1,185,872)	6,424,185

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,961,355 or 54.8%, of which \$0% or 0.0% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments; reduction in professional services contracts and charges for department administrative services; increases for various County services charges; and an increase in Proposition 172 Public Safety Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
61,303	(820,189)	(304,580)	0	(1,185,872)	(1)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	462,830	0	0	462,830	0

Juvenile Supervision Services (3253P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

Court Services

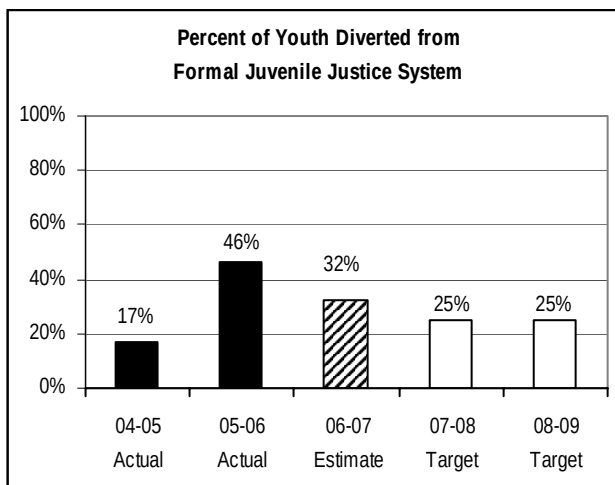
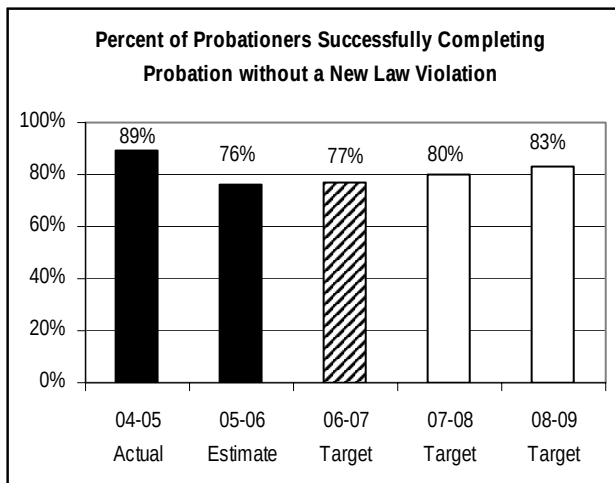
Adult Supervision Services



Juvenile Supervision Services

Institutions Services

Headline Measures



Program Outcome Statement

Juvenile Supervision Services assesses youth for level of intervention needed. Youth are then monitored on diversion programs or placed on probation by the Juvenile Court. Deputy probation officers make recommendations to the Court, enforce court orders, coordinate rehabilitative services and resources, and develop individualized case plans to track progress of court wards at

home, in the community, or while detained in juvenile hall or one of the two camps. Supervision officers work closely with the Juvenile Court, local law enforcement, and community treatment providers to reduce delinquency and recidivism, and to hold youth accountable through the use of sanctions and incentives promoting pro-social values. Intensive efforts for high-risk youth focus on monitoring serious offenders, treating problems of substance abuse and mental illness, maintaining family stability, and avoiding costly out of home placements.

Services and Accomplishments

Juvenile Supervision Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by protecting the community and reducing the incidence of juvenile crime by affecting changes in juvenile offenders' behavior and assisting them in making positive choices. Assessment services focus on identifying both risk and protective factors that become the focus of case management. The investigations officers compile background information on the youth and their families and incorporate a validated assessment tool to make recommendations to the Juvenile Court on possible conditions of probation. The juvenile supervision units provide a wide range of services including, appropriate diversion from the criminal justice system, crisis intervention on school campuses, screening and assessment, family preservation and reunification, case management of youth in out-of-home placements, and intensive supervision of high-risk offenders. Intensive efforts for high-risk youth have focused on monitoring serious offenders, treating problems of substance and mental illness, maintaining family stability, and avoiding costly out-of-home placements.

The following are the major accomplishments in the current year:

- Juvenile Supervision Services successfully transitioned into the new Youth Services Center. The new facility has improved safety conditions and access to services for staff and clients.
- Juvenile Services Placement Unit passed the Judicial Council of California Title IV-E file review. This is significant in maintaining Title IV-E funding.
- Through collaboration with the Peninsula YMCA and support of the Barristers a mentoring program was implemented for girls sentenced to the Gaining Independence and Reclaiming Lives Successfully (G.I.R.L.S.) program.
- The Parenting Program Unit expanded the programs offered by including the Parenting Wisely Program, and by collaborating with San Mateo Adult School to offer the ongoing program Parent Project®, at a reduced cost to the Probation Department.
- Probation officers completed training in motivational interviewing. Two staff were identified and trained as trainers to ensure continued application of this valuable method of communication.

Story Behind Baseline Performance

Juvenile Supervision Services prepared and moved into the new Youth Services Center (YSC). The move created a better working environment for staff and clients alike. The building is now safer with a security station at the entrance. Space is now available to offer additional services all on one campus, which promotes collaboration and responsiveness to client needs.

The number of juveniles served on formal probation has remained relatively constant. This has afforded Juvenile Supervision Services the opportunity to maintain reasonable caseload numbers in specialized and intensive supervision assignments. In an effort to protect the community and reduce the incidence of juvenile crime, Juvenile Supervision Services continues to explore and incorporate evidenced based practices to more effectively facilitate positive change for juvenile offenders and their families. The youth arrive at the Juvenile Assessment and Referral Center (J-ARC) where staff determine their immediate and future needs through the use of a validated assessment tool. The J-ARC staff utilizes a graduated response to diversion, which will enable appropriate youth to avoid diversion activities through performing community services. The J-ARC staff consists of mental health workers, community care workers, and Alcohol and Other Drug Services (AOD) and Probation staff; and maintains a caseload of youth who are diverted from the formal court process for a short period of time, pending the efficacy of provided services.

Risk Prevention Program (RPP) probation officers monitor and support juveniles on ten middle schools and all but two high school campuses in San Mateo County. A wide variety of campus support services are provided throughout the school day. While the majority of interactions between officers and youth are informal, some youth require formal diversion contracts and more intensive supervision.

Juvenile Supervision Services has continued to reorganize to best use resources. The goal of the Wraparound Services Program (WRAP) was changed from preventing the removal of youth from their homes to helping youth placed out-of-home transition back into their families and their communities. For this reason the WRAP program officer is now part of the Placement Unit rather than the Family Preservation Program. Another change is that in the past, youth in the WRAP Program were supported by county resources. Now, a community based organization, manages almost all aspects of these cases. The minimum supervision caseload position had been established to monitor youth who required less personal contact or who resided outside of San Mateo County. It became apparent that the number of youth assigned to this caseload was not sufficient to warrant a specialized position. The cases were dispersed to general supervision and RPP caseloads, which slightly increased staff to client ratios for regular supervision officers.

The Placement Unit increased usage of the Rite Of Passage (ROP) program as an alternative to sending youth to the Division of Juvenile Justice (DJJ), formerly the California Youth Authority (CYA). It has become much more difficult to find appropriate placements for probation youth due to an increase in mental health issues. Placement homes are not equipped to handle the behavior

associated with mental health issues. Therefore, when the Placement Unit places a minor, the juvenile's personal issues make it more likely s/he will have problems and need to be re-placed. This could account for a slight increase in percentage of youth who are being re-placed.

Recent research has indicated that the more time youth spend in custody, the more likely they are to re-offend. This is in contrast to previous research, which recommended detention as a key method for getting a youth's attention. In response to the recent research, Juvenile Supervision Services has looked for alternatives to detention and ways to make the time in detention more productive. In collaboration with the Peninsula YMCA, the Juvenile Supervision Services is planning to create a Day Evening Weekend (DEW) Program for youth who need additional structure during those times.

The Margaret J. Kemp Girls Camp is now operational and provides a structured and supportive environment that focuses on gender specific programming. The camp features a group home type environment utilizing evidenced based programming. Many of the girls who might have been sent to an out-of-home placement for an extended period of time will now spend only about a third of that time in custody. After the girls complete the requirements of the in-custody portion of their probation they are returned to their homes all the while being supervised by probation officers in the Gaining Independence and Reclaiming Lives Successfully (G.I.R.L.S.) program.

Although the percentage of probationers completing probation without new sustained law violations has remained constant, the number of probationers completing probation without a new sustained law violation has increased. Results were varied across the different units. The percentage for the Family Preservation Program (FPP) decreased by approximately 13%, while the percentages for General Field Supervision, Preventing Repeat Offender Program (PROP) and Glenwood Aftercare increased by 8%, 7% and 8% respectively. The increase in new law violations among probationers in FPP is likely due to the following factors: a number of staffing disruptions in the first half of the year may have impacted the level of services available to the youth and their families, respite homes available in the past are no longer accessible, and the option of booking a minor into juvenile hall for minor violations has been discouraged in line with recent research. These factors, along with the lack of proven alternatives to detention, impact the options for giving family members the opportunity to have a respite from one another. The improved percentage for Glenwood Aftercare is most likely due to an increase in structure and supervision for these youth, which begins while they are still detained at Camp Glenwood.

A new feature involving offense tracking for RPP youth will be used to determine if youth supervised on informal contracts are referred to the Probation Department for a new law violation within six months of having completed their contracts. This longitudinal tracking will assist Juvenile Supervision Services in evaluating the effectiveness of the pre-assessment tool, which helps determine who is appropriate for diversion.

Major challenges over the next two years will be:

- To strategize methods of addressing the impacts of correction reform
- Fully implementing the new case assessment and case management tools to effectively target criminogenic factors for at risk youth
- Build upon the existing alternative sanctions model by expanding funding options, training and supporting staff, and creating new services to meet the needs of youth and their families
- To further emphasize evidenced based practices for intervention, and develop a process for ongoing evaluation of the effectiveness of programs to meet the needs of youth and their families
- Restructure the report writing process and re-define the roles of associated staff in Juvenile Supervision Services
- Develop a succession plan for Juvenile Supervision Services that is in line with Probation and County efforts

Program Objectives

Juvenile Services will meet performance targets by doing the following:

Reduce criminogenic factors by 5% in 50% of our caseloads

- Apply the results of the Back On Track (BOT) assessment tool to case plans
- Monitor and track assessments and case transfers at six month intervals
- Enlist youth and family participation in case plan development and goals

Evaluate two of our current programs to measure effectiveness

- Develop a process and model for evaluating effectiveness based on criminogenic factors
- Choose programs and decide factors to evaluate
- Look at baseline and year end outcomes to compare the level of criminogenic factors

Have 10% of reports being typed by probation officers

- Complete a process flow evaluation of the report-writing process
- Evaluate software products that assist officers in writing court reports
- Train probation officers on the use and availability of report templates

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of juveniles served on probation	3,167	2,467	2,416	2,394	2,352
Number of youth served under prevention/ diversion programs	487	1,256	777	599	588
How Well We Do It (Quality)					
Staff to client ratio:					
- Specialized units	---	1:14	1:22	1:19	1:17
- Regular supervision	---	1:45	1:47	1:42	1:38
Percent of youth diverted from formal juvenile justice system	17%	46%	32%	25%	25%
Is Anyone Better Off? (Outcome)					
Number and percent of probationers completing probation without new sustained law violations	1,373 / 89%	726 / 76%	798 / 77%	816 / 80%	826 / 83%
Number and percent of youth referred to the family preservation and placement units who are not removed or replaced due to program failure ⁽¹⁾	812 / 94%	--	--	--	--
Number and percent of youth referred who are not removed or replaced due to program failure:					
- Family Preservation Program	--	---	468 / 90%	452 / 92%	449 / 94%
- Placement program	--	577 / 94%	692 / 90%	685 / 92%	681 / 94%
Number and percent of diverted youth who complete informal contract and are not filed upon within six months of case closure	--	1,262 / 84%	272 / 86%	305 / 88%	324 / 89%

⁽¹⁾ Beginning in FY 2005-06 the number and percent of youth who are not removed or re-placed due to program failure have been broken out to highlight success rates for the Family Preservation Program and placement program.

Juvenile Supervision Services (3253P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	133.0	134.0	151.0	151.0		151.0
Funded FTE	125.5	129.3	145.7	145.0	(0.7)	145.0
Total Requirements	17,067,762	17,710,122	19,490,829	19,306,806	(184,023)	20,051,557
Total Sources	16,496,522	13,477,228	14,217,020	14,227,874	10,854	14,227,874
Net County Cost	571,241	4,232,894	5,273,809	5,078,932	(194,877)	5,823,683
NCC Breakdown						
Mandated Services			4,531,663	4,616,749	85,086	5,293,728
Non-Mandated Services			742,146	462,183	(279,963)	529,955

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,078,932 or 26.3%, of which \$462,183 or 9.1% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort (MOE) or local match requirements, and discretionary services that include the Juvenile Assessment and Referral Center services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments; reduction in Title IV-E reimbursement; reduction in anticipated charges for California Youth Authority (CYA) commitments; increase in Juvenile Justice Crime Prevention Act (JJCPA) funding to include a supplemental funding increase; reduction of charges for department administrative services; increases in County-owned facility rental charges, including debt service for the Youth Services Center, and liability and bond insurance; and an increase in Proposition 172 Public Safety Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,854	843,525	(1,027,548)	0	(194,877)	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	744,751	0	0	744,751	0

Institutions Services (3283P)

Program Locator

County

Criminal Justice

Probation Department

Administrative Services

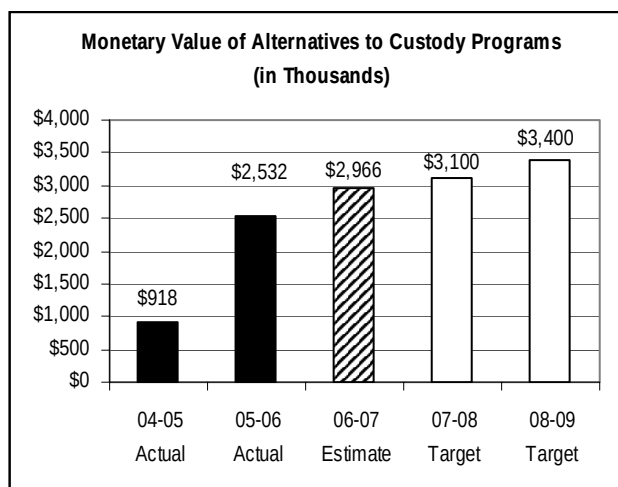
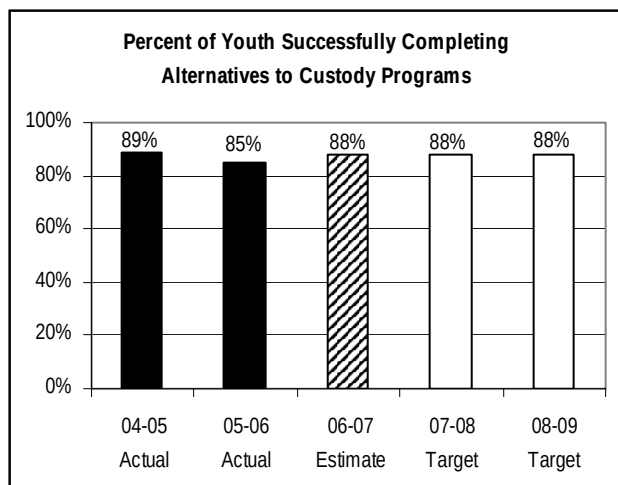
Court Services

Adult Supervision Services

Juvenile Supervision Services

► **Institutions Services**

Headline Measures



Program Outcome Statement

Institutions Services provides alternative degrees of court ordered detention and programs that include assessment, treatment services, alternatives to detention programs, delinquency prevention, and educational services to delinquent youth in order to protect the community, reduce delinquency, and build families.

Services and Accomplishments

Institutions Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering varying degrees of detention including secure custody, weekend community work programs, and weekend therapeutic detention. Community Care consists of supervised work service at different locations throughout the community on the weekends. Camp Glenwood is a 60 bed residential program that assists delinquent boys in changing harmful behaviors and improving their educational skills and abilities to successfully function in their families and communities. The Margaret J. Kemp Girls Camp is a 30 bed gender responsive residential facility that assists delinquent girls in changing harmful behaviors and improving their educational skills and abilities to successfully function in their families and communities.

The following are major accomplishments in the current year:

- Completed policies and procedures for the new Youth Services Center
- Trained 150 staff for the Youth Services Center
- Opened the Margaret J. Kemp Girls Camp
- Opened the Youth Services Center residential, administrative, and residential buildings

Story Behind Performance

Due to the opening of the Margaret J. Kemp Girls Camp and an emphasis on using alternatives to detention, juvenile hall population is decreasing. Throughout the last year, the juvenile hall operated at 114% of capacity and the Camp Glenwood facility remained at full capacity with a periodic waiting list for admission. The alternative to custody, community service programs, hours increased 15% or by 3,631 hours, but still operated below capacity due to an inability to hire and retain sufficient staff. The existing program, which requires youth to transport themselves to designated work sites, limits the number and type of sites that can be served, but allows more youth to participate on each work crew, thereby lowering the cost of the program. The work program continues to be successful with an 88% completion rate and significant annual savings to Probation. This success rate is slightly higher than the 85% completion rate of last year. The work programs make a significant service contribution to local communities of approximately \$800,000 dollars. The target number for community care programs has significantly increased. As an alternative to detention, the intent is to double the capacity of the programs. To further reduce detention costs, the department has continued to work with the Courts to expand the new electronic monitoring detention program, which became effective in September 2004, to include youth who were committed to juvenile hall by the Court. This has helped to further reduce the number of juveniles detained. Overall, the use of these alternatives to detention programs are projected to save almost 2 million dollars in detention costs. Population reduction is hampered by the Juvenile Court's trend to restrict California Youth Authority commitments to only the

most serious offenders. With the exception of one longer-term housing unit, the average length of stay at the juvenile hall is 14 days. The target hall population has been reduced 7% and the alternatives to custody programs increased to reflect the department's increased use of non-custodial sanctions.

Youth behavioral improvement programming continues to be a priority at all three facilities. In addition to opening the Margaret J. Kemp Girls Camp, Probation continued to operate gender responsive girls programming in the juvenile hall to address the increasing number of delinquent young women. Violent incidents at all sites continue to remain at extremely low levels as a result of staff training and effective programming.

The Camp Glenwood is a secure facility that houses sixty boys. There has been some increase in the severity of delinquency of youth committed to the program. To address this more difficult population camp staff provide daily cognitive skills training (COG) as well as behavioral and substance abuse programs. Use of this programming has shortened stays in the residential portion of Camp Glenwood and made the programs available to more problem youth each year. The target for the total number of programs offered was revised from last year due to the length of the programs offered. Probation is currently on target for program delivery. Despite these programming changes, the facility remains full, there is a periodic waiting list for admission, and the camp still lacks resources to provide sufficient substance abuse treatment for a population that self-reports significant problems with drugs and alcohol. The Department is working with Human Service Agency, Alcohol and Other Drug Services to evaluate possible solutions.

The Camp Glenwood furlough program has been brought to full staffing to support minors as they transition back to their communities from residential care. The critical two month transition period is supervised by camp staff and probation officers working closely to develop customized individual case plans involving school and community providers who work to ensure that behavioral changes made at camp are sustained at home. A trend of a drop in felonies committed once a minor has completed the residential and furlough portions of the Camp Glenwood program is expected to continue as the result of this program. Following completion of furlough, graduates are transferred to aftercare probation services, and their success rates are reported in the Juvenile Supervision Services program.

Major challenges over the next two years will be:

- To address gubernatorial initiatives to reform Department of Juvenile Justice
- To develop cooperative programming with community providers to fully utilize Youth Services Center capabilities
- To continue to reduce the juvenile hall population by further developing alternatives to pre-court detention and further expansion of alternative to detention programs
- To expand staff development and transfer opportunities to provide more consistent staffing to all programs

- To identify funding to add substance abuse treatment to residential and aftercare components of the Camp Glenwood program
- To reach a level of full staffing for all Institutions facilities and reduce reliance on on-call staff and overtime

Program Objectives

The Institutions Program will meet performance targets by doing the following:

Reduce Juvenile Hall Population by 10%

- Collaborate with Juvenile Services Division to expand electronic monitoring for post-adjudicated youth
- Collaborate with the Court to allow staff discretion in controlling juvenile hall and program populations
- Fully implement the new assessment tool to help reduce the number of juveniles initially detained while maintaining community safety
- Increase capacity of community care program
- Create community based alternatives to detention for both pre and post adjudicated youth

Ensure Staff Provide Sufficient Self-Improvement Programs at the Camp

- Continue delivery of effective programming
- Find resources to provide more substance abuse treatment
- Enhance vocational education and training for wards to improve job skills, self-esteem and increase the probability of employment after release
- Seek community based and grant funding to support programs

Reach a level of 90% staffing for all Institutions facilities and reduce reliance on on-call staff and overtime

- Modify hiring process to include creation of a hiring waiting list
- Complete full implementation of Telestaff scheduling system
- Study impact of shift relief factor and development alternatives to provide systemized relief for full time positions.

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Average daily hall population	176	176	160	155	145
Number of youth placed in alternatives to custody programs	726	913	989	1,050	1,125
Number of youth referred to:					
- Camp Glenwood residential program	154	186	180	182	182
- Margaret J. Kemp Girls Camp	---	---	---	38	38
How Well We Do It (Quality)					
Number and percent of youth starting community care programs within two weeks of Court referral	212 / 56%	124 / 33%	130 / 44%	460 / 87%	460 / 87%
Number of treatment programs delivered by staff to:					
- Camp Glenwood residential program	53	45	30	33	33
- Margaret J. Kemp Girls Camp	---	---	---	18	18
Ratio of annual number of violent incidents to the annual number of detention days	74 : 63,354	85 : 66,834	46 : 49,548	50 : 54,750	45 : 52,780
Is Anyone Better Off? (Outcome)					
Number and percent of youth moved from detention to electronic monitoring	240 / 20%	325 / 19%	360 / 15%	350 / 29%	350 / 29%
Monetary value of alternatives to custody programs ⁽¹⁾	\$918,256	\$2,531,694	\$2,965,972	\$3,100,000	\$3,400,000
Number and percent of youth successfully completing Alternatives to Custody Programs	332 / 89%	691 / 85%	800 / 88%	800 / 88%	800 / 88%

⁽¹⁾ FY 2005-06 increase is due to higher hall cost and new cost-formula for participants.

Institutions Services (3283P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	119.0	151.0	150.0	150.0		150.0
Funded FTE	116.8	139.4	149.3	151.2	1.9	151.2
Total Requirements	15,743,265	17,662,910	21,941,706	26,629,973	4,688,267	27,441,501
Total Sources	9,068,449	8,863,256	9,698,317	9,655,984	(42,333)	9,655,984
Net County Cost	6,674,816	8,799,654	12,243,389	16,973,989	4,730,600	17,785,517
NCC Breakdown						
Mandated Services			12,243,389	16,973,989	4,730,600	17,785,517

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$16,673,989 or 63.7%, of which \$0 or 0.0% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments; increase in Temporary Assistance for Needy Families (TANF) revenue combined with a reduction of revenue associated with charges for juvenile care and maintenance; increase of charges for department administration services; increases in County-owned facility rental charges, including debt service for the Youth Service Center, and liability and bond insurance; and an increase in Proposition 172 Public Safety Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(42,333)	4,677,340	10,927	0	4,730,600	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

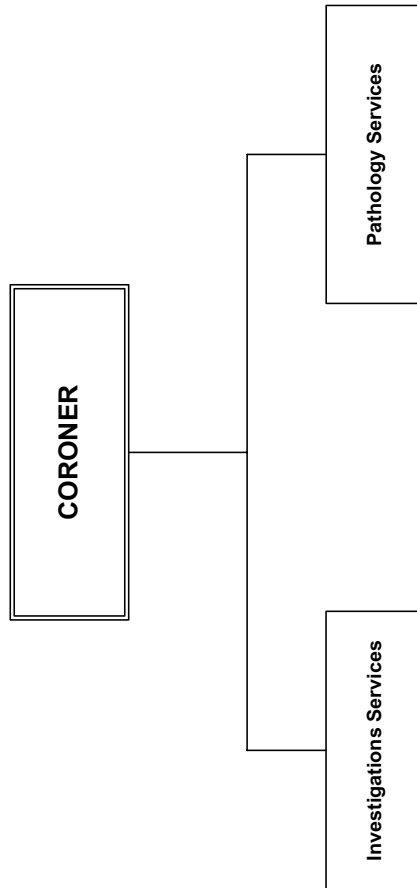
2. Adjustments to Provide Current Level of Service

Budget adjustments have been made to meet performance targets: negotiated labor increases; retirement, health and Workers' Compensation benefits adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	811,528	0	0	811,528	0

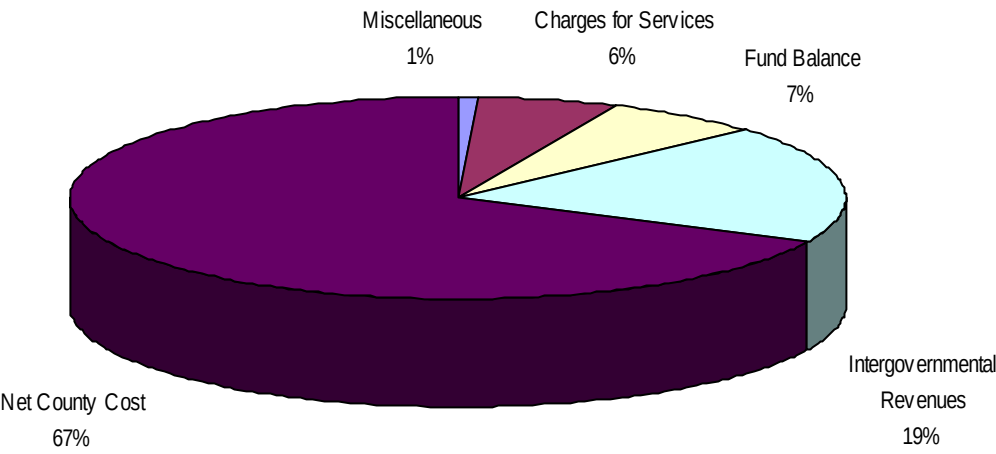
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CORONER'S OFFICE

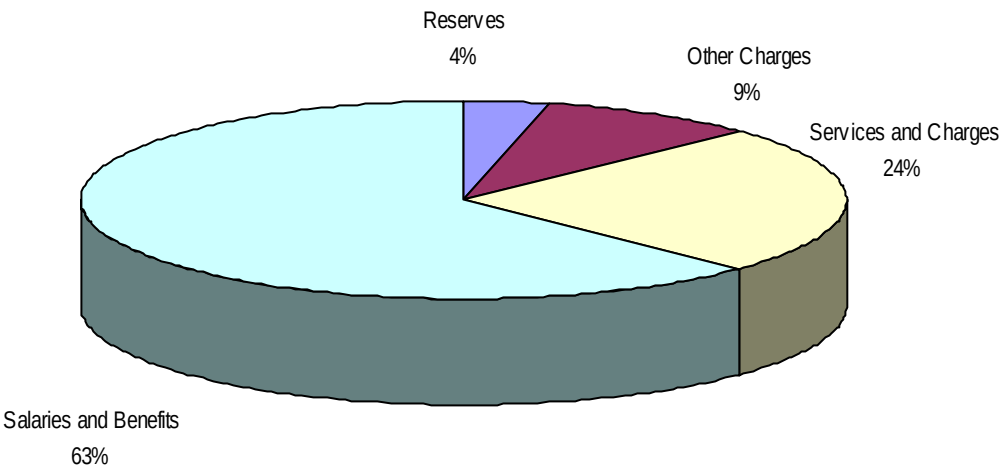


Coroner's Office

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Criminal Justice

District Attorney's Office

County Support of the Courts

Private Defender Program

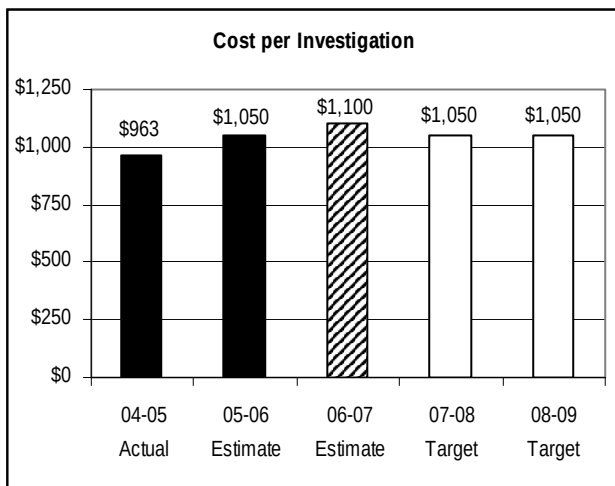
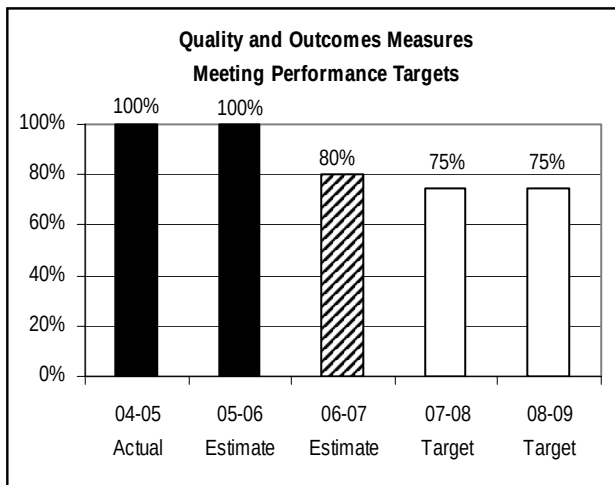
Sheriff's Office

Message Switch

Probation Department

► Coroner's Office

Department Measures



Department Mission Statement

The Coroner's Office promptly investigates and determines the mode, manner, and cause of death of decedents under the Coroner's jurisdiction. Services are provided in an efficient and courteous manner, respecting the needs of the involved families.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

• **Community Outreach and Public Education**

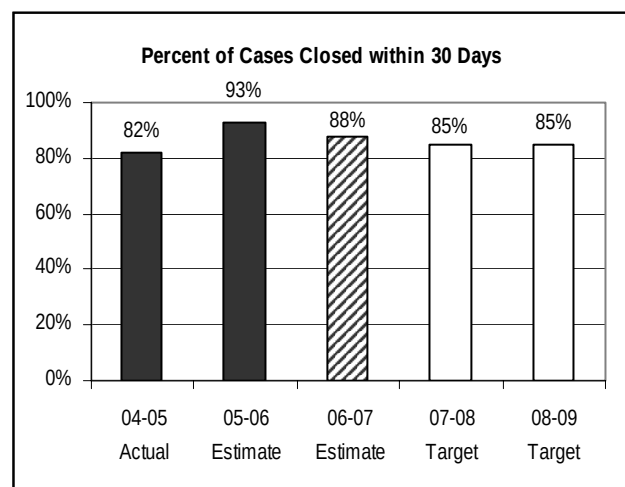
Updated disaster preparedness and education plans, and continue to inform the public with the most up to date information available regarding what to do in case of a major disaster or emergency.

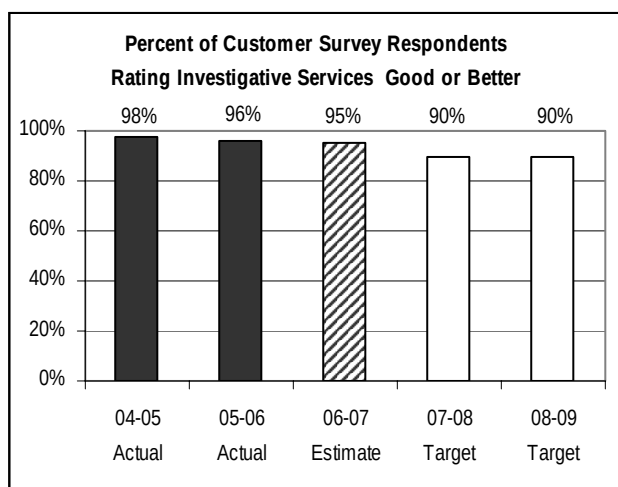
The Coroner's Office has made improvements to the website to better inform the public of available resources during times of grief and need. In addition, medical professionals, law enforcement personnel and other first responders have continued to be educated on the roll and duties of the Coroner's Office and information needed at the time a death is reported to order to facilitate the Coroner's ability to either clear the decedent for removal to a funeral home or expedite a response to the scene.

• **Cold Case Identification**

Continue efforts to identify decedents in cold cases. Several DNA samples are currently being processed by the California state lab for analysis and data for possible match to missing persons.

Headline Measures





Services and Accomplishments

The Coroner's Office contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety to All by responding to calls for service, inquiring into, and determining the circumstances, manner, mode and cause of all violent, sudden or unusual deaths. Deputy Coroners conduct thorough investigations into a death upon the request of law enforcement agencies, medical personnel, the funeral industry, and families; and provide information to families as to why autopsies are performed, how to contact a funeral home and other available services. The Pathology Team determines cause of death by performing forensic examinations for all deaths that are within the full jurisdiction of the Coroner's Office. The American Board of Pathology certifies all physicians contracted with the Coroner's Office as Forensic Specialists.

The following were major accomplishments in the current year:

- Completion of a viewing room for families to see their loved ones when requested and possible
- Continued improved the time frame it takes to make Coroner's reports available to decedents' families
- Continued work on a Department Operations Center plan
- Hired two full-time Deputy Coroners and one Office Assistant to fill existing vacancies
- Hired and trained three extra help Deputy Coroners to expand the number available to fill vacancies, vacations and training needs
- Continued to educate the public on the responsibilities of the Coroner's Office and implemented a program to notify family members when an organ has been retained for testing in order to reach a conclusive cause of death
- Implemented a contract with Bay Area Mortuary Transport Service with two person removal teams to expedite response times and reduce liability for Workers' Compensation injuries caused by lifting

Story Behind Performance

Quick turnaround time remains a top priority for the Coroner's Office as it helps families achieve closure on a death sooner and assists law enforcement in moving forward with their investigations. The Coroner's Office has achieved results in this area by reducing the time it takes to close a case, generally within 30 days of death from 82% of cases in FY 2004-05 to 93% in FY 2005-06. This increase is largely the result of improvements to the process for completing Investigations case reports. The Pathology Division continues to provide rapid turnaround on all homicide and non-homicide cases. In FY 2006-07 the Pathology Division anticipates having 95% of homicide cases ready for release within three days and 98% of all non-homicides ready for release within one day. To continue to provide this high level of service, the San Mateo County Coroner's Office continues to maintain a seven days a week pathology operation. Marin, Santa Clara, Alameda and San Francisco counties operate a five days a week pathology operation, which can result in three or more days before an examination takes place, thus delaying family plans and increasing the grieving process for survivors.

Preparation for disaster preparedness has continued to be a priority with the acquisition of two bio-seal machines that are able to provide and airtight seal of remains while on the scene of a disaster. A mobile morgue was ordered and has arrived. It is being stored in one of the disaster trailers for deployment when necessary. Additional funding will be needed to fully stock the disaster trailers properly.

The Coroner's Office has implemented a new Case Management System. This system has greater reliability and options for data analysis.

The Coroner's Office has implemented the Electronic Death Reporting System from the state in order to more effectively process death certificates and their filings, thus cutting down on the time required to get certified death certificates to families.

Major Issues to be Addressed

Ensure Basic Health and Safety for All

- Remodel morgue and Pathologists offices
- Replace aging and out of date equipment at the morgue and Pathologists offices
- Need for computers for the Pathologists
- Need for increased disaster preparedness supplies
- Increasing workload including a greater number of telephone calls place to the office on each case
- Training mandated by the Police Officers Standards Training (POST) for Deputy Coroner's, coverage and cost of training
- Find a balance for notification of organ retention for those families who want notification, and those who do not
- Balance distribution of the workload that is not evident in the creation of a case

Department Objectives

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

Close at Least 90% of All Cases Reported to the Coroner's Office within 30 Days

- Maintain Pathology turnaround times for all cases
- Use the new Case Management System can enhance case processing efficiencies

Complete Major Disaster Preparedness Plan

- Continue to work on identifying funding for equipment and supplies to properly stock the disaster trailers.
- Identify or purchase a vehicle that is able to tow the fully loaded disaster trailers to the required locations
- Continue to research and implement additional disaster preparedness projects as they arise

Maintain Customer Satisfaction Rating of 90% or higher

- Continue to respond to reported deaths within 15 minutes
- Continue to have a quick turnaround time on all full Coroner's case decedents
- Continue to provide accurate and thorough causes of death in order to help families especially when the cause may be genetic and there are siblings possibly at risk
- Continue to provide a high level of service while keeping the needs and feelings of the survivors in mind
- Continue to close 90% of all cases within 30 days to make reports available to families

Explore Possibility of Morgue Complex Remodel to Include Viewing Area

- Secure funding to cover the costs of a remodel, replacement of old and outdated equipment and furniture

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of deaths reported to the Coroner's Office	3,150	3,182	3,200	3,200	3,200
Number of cases receiving clinical inspections	61	89	80	80	80
Number of cases receiving full autopsy	502	434	400	480	480
Number of cases requiring an investigator on site	583	572	550	560	560
How Well We Do It (Quality)					
Average number of cases taken per deputy coroner per month ⁽¹⁾	38	38	38	38	38
Percent of calls responded to within 15 minutes ⁽²⁾	94%	95%	99%	96%	96%
Percent of calls where the removal service arrives on scene within 30 minutes	80%	88%	98%	90%	90%
Percent of Pathology cases for which an autopsy is conducted	11.1%	15%	15%	15%	15%
Is Anyone Better Off? (Outcome)					
Percent of cases closed within 30 days	82%	93%	88%	90%	90%
Percent of survey respondents rating services as good or better	98%	96%	95%	90%	90%

⁽¹⁾ A Deputy Coroner works two 20 hour shifts per week or approximately 8 shifts per months

⁽²⁾ Includes telephone call-backs

Coroner's Office (3300B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes		34				
Licenses, Permits and Franchises	10,902	11,005	11,100	11,100		11,100
Intergovernmental Revenues	500,822	502,384	515,344	525,651	10,307	525,651
Charges for Services	160,896	170,117	166,500	168,500	2,000	168,500
Miscellaneous Revenue	17,328	28,053	7,100	8,500	1,400	8,500
Total Revenue	689,948	711,593	700,044	713,751	13,707	713,751
Fund Balance	206,714	183,732	179,676	179,676		179,676
TOTAL SOURCES	896,662	895,325	879,720	893,427	13,707	893,427
REQUIREMENTS						
Salaries and Benefits	1,637,405	1,687,807	1,713,100	1,748,385	35,285	1,788,133
Services and Supplies	477,281	535,470	615,954	672,905	56,951	672,905
Other Charges	214,826	224,224	250,967	255,436	4,469	255,436
Fixed Assets	12,438	27,250	50,000		(50,000)	
Net Appropriations	2,341,949	2,474,751	2,630,021	2,676,726	46,705	2,716,474
Contingencies/Dept Reserves	164,162	103,180	103,180	103,180		103,180
TOTAL REQUIREMENTS	2,506,111	2,577,931	2,733,201	2,779,906	46,705	2,819,654
NET COUNTY COST	1,609,449	1,682,606	1,853,481	1,886,479	32,998	1,926,227
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	14.9	15.0	15.0		15.0

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$13,707 or 1.6% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$10,307 in this funding source due to an increase in Proposition 172 revenues.

Charges for Services

There is an increase of \$2,000 in this funding source due to higher performance in this area in FY 2006-07.

Miscellaneous Revenue

There is an increase of \$1,400 in this funding source due to higher than anticipated income in this area for the past two fiscal years.

TOTAL REQUIREMENTS

Total Requirements increased by \$46,705 or 1.7% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$35,285 in this expenditure category due to negotiated increases in salary and benefits.

Services and Supplies

There is an increase of \$56,951 in this expenditure category due to higher contract costs for body removal and forensic pathologists contracts.

Other Charges

There is an increase of \$4,469 in this expenditure category due to increased charges in rent, vehicles, and other County departmental charges.

Fixed Assets

There is a decrease of \$50,000 in this expenditure category due to the removal of a one-time fixed asset.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 3.9% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$49,645.

NET COUNTY COST

There is an increase of \$32,998 or 1.8% in this Department's General Fund allocation.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources remain the same from the FY 2007-08 to the FY 2008-09 Recommended Budget.

TOTAL REQUIREMENTS

Total Requirements increased by \$39,748 or 1.4% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$39,748 in this expenditure category due to merit increases as well as increases in negotiated labor and benefit costs.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 3.8% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$48,851.

NET COUNTY COST

There is an increase of \$39,748 or 2.1% in this Department's General Fund allocation.

Coroner's Office (3300B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	14.9	15.0	15.0		15.0
Total Requirements	2,506,111	2,577,931	2,733,201	2,779,906	46,705	2,819,654
Total Sources	896,662	895,325	879,720	893,427	13,707	893,427
Net County Cost	1,609,449	1,682,606	1,853,481	1,886,479	32,998	1,926,227
NCC Breakdown						
Mandated Services			1,853,481	1,886,479	32,998	1,926,227

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,886,479 or 70.5%, of which \$1,886,479 or 100% is Mandated Services with no specified maintenance-of-effort (MOE) requirements. The County's budget for Public Safety services currently exceeds the Public Safety Sales Tax MOE by \$87 million. The Mandated Services amount reflected in this program includes a portion of this Public Safety overmatch.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: reductions to Workers' Compensation charges due to a change in methodology; annualization of mid-year labor increases; negotiated increase in the contracts for Pathologist services; deletion of one-time equipment purchases; adjustments to operating costs; and an increase to Public Safety Sales Tax (Proposition 172) and charges for services revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
\$13,707	\$46,705	0	0	\$32,998	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in benefits costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	\$39,748	0	0	\$39,748	0

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Community Services



Recommended Budget

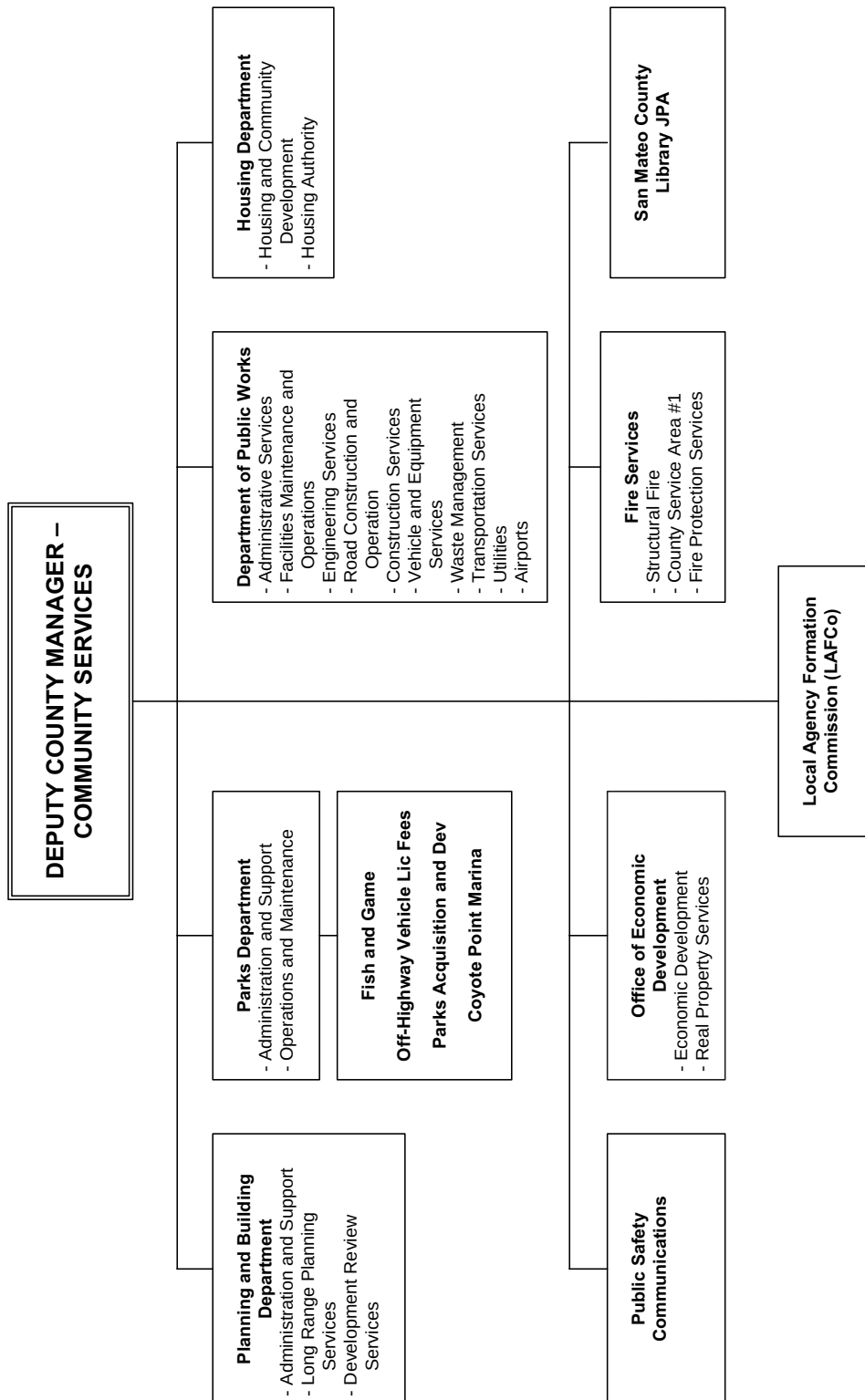
FY 2007-08

FY 2008-09



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

COMMUNITY SERVICES



Community Services

FY 2007-08 and 2008-09 All Funds Summary

Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
Office of Economic Development	2,946,350	2,343,830	3,168,421	2,887,078	(281,343)	2,887,078
Public Safety Communications	6,604,591	6,537,654	8,244,429	8,325,362	80,933	8,573,184
Local Agency Formation Commission	183,406	93,627	186,397	234,975	48,578	239,077
Fire Protection Services	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751
Planning and Building	6,258,192	8,232,106	13,286,830	13,020,574	(266,256)	12,880,849
Parks Department	6,809,074	7,491,775	7,979,406	8,450,886	471,480	8,740,122
Public Works-General Fund	4,003,830	4,463,510	5,542,018	5,367,312	(174,706)	5,435,123
Vehicle and Equipment Services	372,307	374,098	216,520	216,520		216,520
Utilities	982,240	1,163,051	1,539,741	1,830,986	291,245	1,917,238
Housing and Community Development	9,873,261	11,141,652	12,920,953	14,010,699	1,089,746	14,117,133
Total General Fund	57,339,850	60,506,372	69,556,855	72,576,915	3,020,060	73,714,238
Non-General Fund Budgets						
Structural Fire	6,784,197	5,345,180	5,800,124	6,006,660	206,536	6,372,193
County Service Area #1	2,994,991	3,381,750	2,813,970	2,930,374	116,404	3,082,171
County Library	22,180,244	24,105,315	24,008,772	24,618,623	609,851	24,433,583
Fish and Game	88,692	90,707	86,809	75,309	(11,500)	75,309
Off-Highway Vehicle License Fees	319,312	308,398	249,249	249,249		249,249
Parks Acquisition and Development	5,068,397	5,910,301	8,877,493	9,117,493	240,000	9,117,493
Coyote Point Marina	2,468,825	2,690,510	2,440,594	3,457,857	1,017,263	2,250,418
Road Construction and Operations	21,823,412	22,886,562	23,450,862	23,622,782	171,920	24,034,020
Construction Services	3,985,570	3,870,804	4,868,859	4,871,752	2,893	5,031,805
Vehicle and Equipment Services	13,362,366	14,433,463	12,203,833	13,867,983	1,664,150	12,925,693
Waste Management	17,294,841	16,840,444	14,501,776	12,096,181	(2,405,595)	9,540,932
Transportation Services	5,099,547	4,157,108	3,263,712	2,254,819	(1,008,893)	2,286,959
Utilities	45,835,082	43,224,450	38,611,668	40,140,413	1,528,745	37,871,500
Airports	5,029,177	4,730,163	8,475,706	13,653,294	5,177,588	4,393,241
Total Non-General Fund	222,212,141	217,405,408	215,494,319	219,935,578	4,441,259	204,758,661
Total Requirements	279,551,990	277,911,780	285,051,174	292,512,493	7,461,319	278,472,899
Total Sources	274,710,420	272,183,856	274,314,994	281,786,424	7,471,430	267,211,493
Net County Cost	4,841,570	5,727,923	10,736,180	10,726,069	(10,111)	11,261,406

AUTHORIZED POSITIONS

Salary Resolution	628.0	645.0	651.0	655.0	4.0	655.0
Funded FTE	605.8	622.6	632.8	636.8	4.0	636.8

Office of Economic Development (1220B)

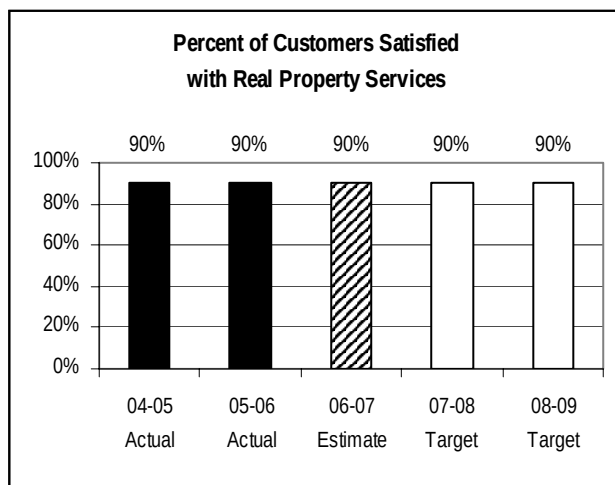
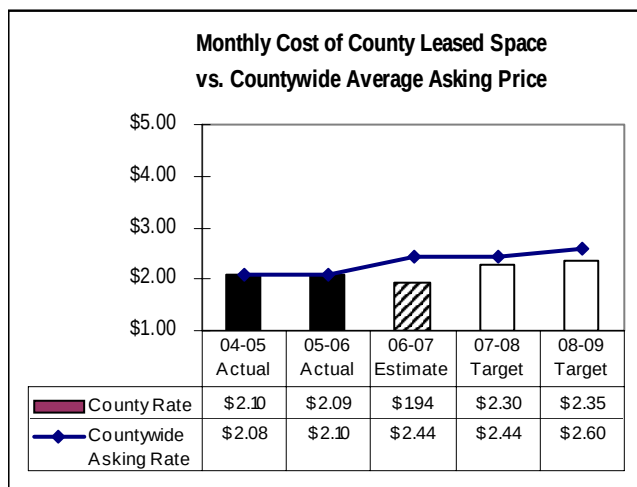
Program Locator

County

Community Services

- ▷ **Office of Economic Development**
 - Public Safety Communications
 - Fire Services
 - Local Agency Formation Commission
 - Planning and Building
 - Parks Department
 - Department of Public Works
 - Department of Housing

Headline Measures



Program Outcome Statement

The Office of Economic Development serves County departments and other agencies efficiently and effectively by managing leased space and providing right of way acquisition services.

Services and Accomplishments

The Office of Economic Development contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by working closely with County departments to define leased facility needs, identifying appropriate alternatives, negotiating leases on competitive terms and administering those agreements throughout the term of lease.

The following are major accomplishments in the current year:

- Negotiated agreements to assemble a site for the construction of a new office building at County Center in Redwood City
- Negotiated a long-term lease for consolidation of the Health Department functions in San Mateo
- Hosted a series of community workshops in North Fair Oaks as a first step in shaping the future of this unincorporated community

Story Behind Performance

During FY 2006-07, asking rates for office space countywide have escalated dramatically as vacancy rates have plummeted, but remain at levels last seen a decade ago. Contractually scheduled escalations have recently increased the County's average annual leased rental rate from \$23.04 to \$23.76, which is lower than the countywide asking rate of \$29.28. As leases expire, staff continue to pursue long-term leases to ensure stable occupancy and favorable rates in the current market.

Major challenges over the next two years will be:

- To negotiate terms of the transfer of the Hall of Justice to the State Administrative Office of the Courts
- To identify a site and negotiate a long-term lease for the North Fair Oaks Medical Clinic
- To negotiate a long-term lease for the headquarters of the Human Services Agency
- To secure flexible long-term leases at or below market rate

Program Objectives

The Office of Economic Development will meet performance targets by doing the following:

Maintain Annual Leased Space Costs at \$29.28 or Lower

- Continue to negotiate new leases and lease renewals that link long-term occupancy costs to current market conditions

Maintain an Overall Customer Satisfaction Rate of at least 90%

- Distribute surveys to Real Property Services customers
- Collect and analyze data to determine how to serve customers more efficiently
- Develop a plan to improve services to customers

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2006-07 Target	FY 2007-08 Target
What/How Much We Do					
Number of leases managed					
- County tenant	66	72	67	68	70
- County landlord	112	118	112	114	115
Area of County tenant leased space managed (sq. ft.)	469,914	469,057	478,771	521,256	530,000
How Well We Do It (Quality)					
Monthly cost per square foot:					
- County leased space	\$2.10	\$1.95	\$2.20	\$2.30	\$2.35
- Countywide average market rate	\$2.08	\$2.19	\$2.14	\$2.44	\$2.60
Is Anyone Better Off? (Outcome)					
Percent of customers satisfied with Real Property Services	90%	90%	90%	90%	90%

Office of Economic Development (1220B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	5.0	5.0	3.0	4.0	1.0	4.0
Funded FTE	5.0	5.0	4.3	4.0	(0.3)	4.0
Total Requirements	2,946,350	2,343,830	3,168,421	2,887,078	(281,343)	2,887,078
Total Sources	3,206,942	2,532,355	3,148,489	2,887,078	(261,411)	2,887,078
Net County Cost	(260,592)	(188,524)	19,932	0	(19,932)	0

Program Net County Cost

This Program has no Net County Cost. Its operations are fully funded by revenue from charges to users utilizing leased facilities.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in other operating costs to partially offset increases; and appropriation has been eliminated for Facilities Planning and Development because it is now part of the Department of Public Work as a result of the San Mateo County Organizational Review.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(261,411)	2,040,970	(2,315,357)	(6,956)	(19,932)	0

2. Staffing Adjustments

One Administrative Assistant I position has been added to perform administrative support duties including file organization, data entry, writing correspondences and rent payments, which are currently completed by a Real Property Agent. Adding this position will allow the Real Property Agent to spend more time on real property projects and improve customer satisfaction.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	91,265	(91,265)	0	0	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(261,411)	2,132,235	(2,406,622)	(6,956)	(19,932)	1

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reimbursements from other departments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	21,081	(21,081)	0	0	0

Office of Economic Development (1220B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	175,972		397,808	361,041	(36,767)	361,041
Charges for Services	109,116	(74,885)	50,000	50,000		50,000
Interfund Revenue	2,649,015	2,412,211	2,563,881	2,444,897	(118,984)	2,444,897
Miscellaneous Revenue	53,516	63,319				
Total Revenue	2,987,618	2,400,645	3,011,689	2,855,938	(155,751)	2,855,938
Fund Balance	219,324	131,710	136,800	31,140	(105,660)	31,140
TOTAL SOURCES	3,206,942	2,532,355	3,148,489	2,887,078	(261,411)	2,887,078
REQUIREMENTS						
Salaries and Benefits	583,538	583,816	697,724	529,881	(167,843)	550,962
Services and Supplies	88,176	255,586	277,047	215,823	(61,224)	215,823
Other Charges	11,270,883	10,836,037	10,844,264	13,205,566	2,361,302	13,205,566
Gross Appropriations	11,942,597	11,675,439	11,819,035	13,951,270	2,132,235	13,972,351
Intrafund Transfers	(9,028,530)	(9,357,659)	(8,688,710)	(11,095,332)	(2,406,622)	(11,116,413)
Net Appropriations	2,914,067	2,317,780	3,130,325	2,855,938	(274,387)	2,855,938
Contingencies/Dept Reserves	32,283	26,050	38,096	31,140	(6,956)	31,140
TOTAL REQUIREMENTS	2,946,350	2,343,830	3,168,421	2,887,078	(281,343)	2,887,078
NET COUNTY COST	(260,592)	(188,524)	19,932	0	(19,932)	0
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	3.0	4.0	1.0	4.0
Funded FTE	5.0	5.0	4.3	4.0	(0.3)	4.0

Public Safety Communications (1240B)

Program Locator

County

Community Services

Office of Economic Development

► **Public Safety Communications**

Fire Services

Local Agency Formation Commission

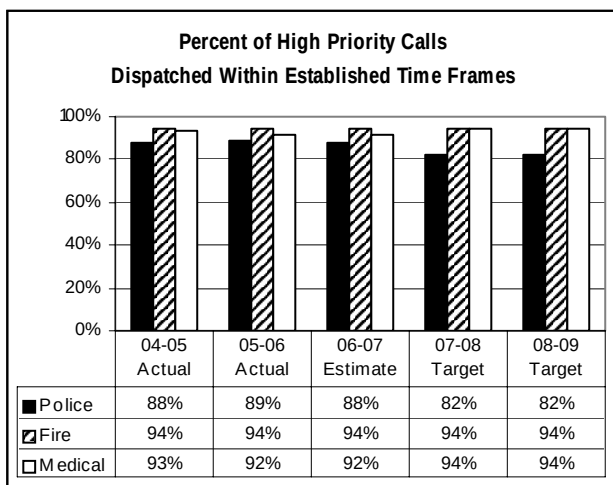
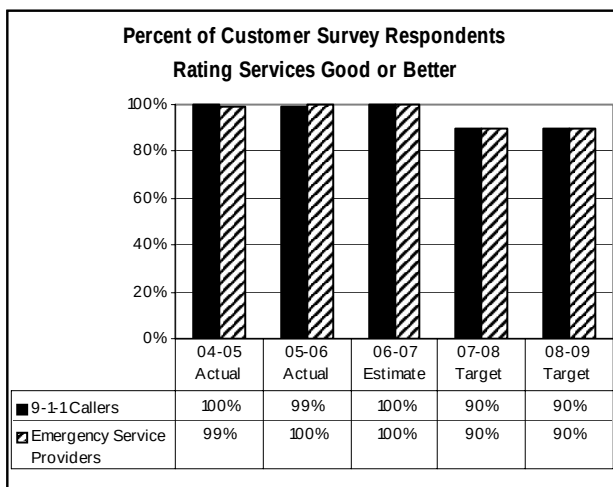
Planning and Building

Parks Department

Department of Public Works

Department of Housing

Headline Measures



Program Outcome Statement

Public Safety Communications provides high quality law enforcement, fire and medical dispatch, and communications services to the public and public safety agencies in order to protect the health and safety of the people of San Mateo County.

Services and Accomplishments

Public Safety Communications (PSC) primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Health and Safety For All by providing dispatching services for 9-1-1 or emergency lines for fire, police or emergency medical assistance and supports emergency service-providers who respond to the public's calls for assistance.

The following are major accomplishments in the current year:

- Procured, tested and installed the Computer Aided Dispatch and Message Switch hardware, resulting in improved system reliability, performance and capacity
- Participated in the development and implementation of a Countywide Fire Rapid Intervention Crew (RIC) procedure
- Procured two vehicles equipped to coordinate communications in a large scale fire and law enforcement incident
- Collaborated with the City of Daly City to provide Communications Center Management, generating \$50,000 in revenues for the County of San Mateo
- Developed a statewide Quality Assurance Program for law enforcement dispatch
- Partnered with Menlo Park Fire Protection District to house a temporary law enforcement communications training center
- Implemented a comprehensive Communications Center Contingency Operations Plan
- Provided oversight for the completion of a feasibility study to determine costs for a regional emergency back-up facility for law enforcement communications
- Partnered with the City of Palo Alto Fire Department Communications to implement an alerting system for shared fire responses
- Provided dispatch and communications services for the Countywide Gang Task Force, Office of Traffic Safety and Transit Police

Story Behind Performance

Customers consistently rate the services provided by PSC as good or excellent. Current year survey results reflect that 100% of 9-1-1 callers and emergency services providers surveyed rated services provided by PSC as good or excellent. PSC's high customer satisfaction is primarily due to the quality of services provided to the public and other customers by highly trained dispatchers. During the current fiscal year, the center conducted over 100 hours of in-service training to dispatchers in order to keep staff up to date on changing operations in Fire, Emergency Medical Services and Law

Enforcement. PSC will continue to achieve high customer survey ratings and implement customer feedback. In FY 2007-08, customer surveys will be expanded to include Spanish-speaking callers.

The Center currently handles over 600,000 calls of which 12% are high priority calls. In FY 2007-08, a new 9-1-1 system will be installed resulting in an increased number of calls due to the ability to answer wireless or cell phone calls. Preliminary reports indicate that the number of calls could increase by 20-35%. Program staff dispatch over 88% of high priority police calls, 94% of high priority fire calls and 92% of high priority medical calls within established time frames. The call processing time for police calls is higher than medical and fire. This is due to complexities in processing these types of call; additional information is needed from callers in order to determine the type of dispatching resources needed. However, the call processing times continue to exceed national standards.

Major challenges over the next two years will be:

- To continue to improve call processing times
- To implement technology improvements in the 9-1-1 system

Program Objectives

The Public Safety Communications Program will meet performance targets by doing the following:

Process 82% of High Priority Police Calls and 94% of High Priority Medical and Fire Calls Within Established Time frames

- Implement a state-of-the-art automated telephone system to support wireless 9-1-1 calls and digital mapping hardware
- Participate in the implementation of Phase I of a Countywide fire service radio upgrade
- Develop a comprehensive Emergency Medical Services Dispatch Quality Improvement Program

Achieve Customer Satisfaction Ratings of 90% or Better

- Implement a Quality Assurance Program for Law Enforcement Dispatch
- Explore replacing the existing tape machine with state-of-the-art digital technology
- Explore funding options for implementing a Law Enforcement Back-up Communications Center

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Total number of calls received	650,683	563,922	620,000	650,000	650,000
Total number of all calls processed annually by category of:					
- High priority	69,529	73,138	78,000	78,000	78,000
- Other dispatched	181,261	174,939	215,000	215,000	215,000
- Informational	399,893	315,845	327,000	327,000	327,000
- Wireless (data development)	---	---	---	30,000	30,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating overall services good or better:					
- By 911 callers	100%	99%	100%	90%	90%
- By emergency service providers	99%	100%	100%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of high priority calls dispatched within established time frames:					
- Police	88%	89%	88%	82%	82%
- Fire	94%	94%	94%	94%	94%
- Medical	93%	92%	92%	94%	94%

Public Safety Communications (1240B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	57.0	56.0	58.0	58.0		58.0
Funded FTE	55.0	53.6	55.7	56.0	0.3	56.0
Total Requirements	6,604,591	6,537,654	8,244,429	8,325,362	80,933	8,573,184
Total Sources	5,712,051	5,855,482	6,682,055	6,655,251	(26,804)	6,655,251
Net County Cost	892,541	682,172	1,562,374	1,670,111	107,737	1,917,933
NCC Breakdown						
A-87 Cost Plan			16,137	21,722	5,585	21,722
Mandated Services			1,546,237	1,648,389	102,152	1,896,211

Program Net County Cost

The portion of this Program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost is \$1,670,111 or 20.1%. Of this amount, 100% is Mandated Services with no specified maintenance of effort (MOE) as well as the following Non-Mandated Services: unrecovered costs of providing services. The County's budget for all Public Safety services exceeds the Public Safety Sales Tax MOE by \$48 million. The Mandated Services amount reflected in this Program includes a portion of this Public Safety overmatch.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; elimination of one-time operating and capital expenses associated with the replacement of the 9-1-1 system; employee training, computer replacement, mileage allowance and other general office expenditures have been increased; and reductions have been reflected in general liability claims and telephone charges. Decreases in Intrafund Transfers reflect a slight adjustment in reimbursements from departments for after-hours notification services as well as a reduction in reimbursements for staff time spent on Message Switch activities. One-time reimbursement from the State for the replacement of the 9-1-1 system has been eliminated. Other revenue adjustments include increased Proposition 172 receipts and revenue generated from contractual agreements with users of dispatching services. Fund Balance has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(58,804)	(184,172)	9,136	223,969	107,737	0

2. Back-Up Center Equipment and Software Purchases

In FY 2007-08, Public Safety Communications will purchase a new server and emergency medical software for its back-up center in Redwood City. The purchase of the equipment and software will eliminate manual processes resulting in increased efficiencies and maintenance of compliance protocols. Expenditures will be fully offset with revenue received from Agencies receiving dispatching services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,000	32,000	0	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(26,804)	(152,172)	9,136	223,969	107,737	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and deletion of one-time equipment purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	247,822	0	0	247,822	0

Public Safety Communications (1240B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,493,801	2,507,035	2,926,117	2,617,439	(308,678)	2,617,439
Charges for Services	3,019,036	3,184,948	3,617,036	3,671,864	54,828	3,671,864
Interfund Revenue	59,620	20,514	21,402	22,979	1,577	22,979
Miscellaneous Revenue	139,593	142,985	117,500	119,000	1,500	119,000
Total Revenue	5,712,051	5,855,482	6,682,055	6,431,282	(250,773)	6,431,282
Fund Balance				223,969	223,969	223,969
TOTAL SOURCES	5,712,051	5,855,482	6,682,055	6,655,251	(26,804)	6,655,251
REQUIREMENTS						
Salaries and Benefits	6,137,487	6,001,841	7,138,540	7,419,825	281,285	7,667,647
Services and Supplies	239,617	312,124	424,946	388,432	(36,514)	388,432
Other Charges	376,234	371,043	449,736	434,793	(14,943)	434,793
Fixed Assets		9,412	390,000	8,000	(382,000)	8,000
Gross Appropriations	6,753,338	6,694,419	8,403,222	8,251,050	(152,172)	8,498,872
Intrafund Transfers	(148,747)	(156,765)	(158,793)	(149,657)	9,136	(149,657)
Net Appropriations	6,604,591	6,537,654	8,244,429	8,101,393	(143,036)	8,349,215
Contingencies/Dept Reserves				223,969	223,969	223,969
TOTAL REQUIREMENTS	6,604,591	6,537,654	8,244,429	8,325,362	80,933	8,573,184
NET COUNTY COST	892,541	682,172	1,562,374	1,670,111	107,737	1,917,933
AUTHORIZED POSITIONS						
Salary Resolution	57.0	56.0	58.0	58.0		58.0
Funded FTE	55.0	53.6	55.7	56.0	0.3	56.0

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Structural Fire (3550B)

Program Locator

County

Community Services

Fire Services



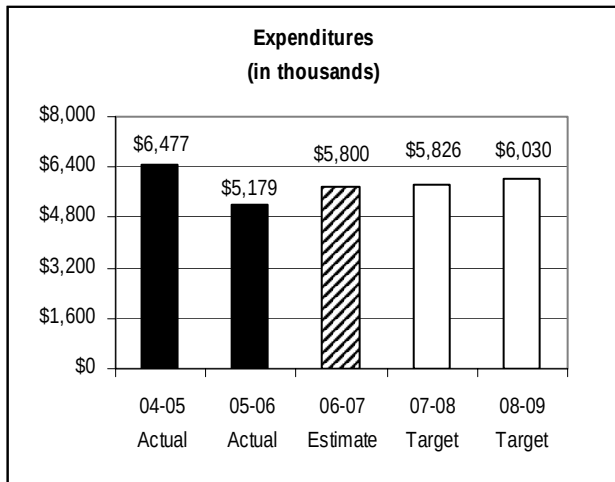
Structural Fire

County Service Area #1

Fire Protection Services

Budget Unit Description

The Structural Fire Protection Fund is the source of funding for the Fire Protection Services Program. The main source of revenue for this fund is property taxes on all parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, plan checking fees, and miscellaneous state reimbursements.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: an increase in expenditures due to an increase in fire protection contract costs; reduction in unsecured property tax revenue due to a decline in assessed valuation in the unincorporated area and a downward

adjustment for estimated amount related to a legal settlement with various airlines over post-September 2001.

Revenue/Sources	42,815
Appropriations	(137,999)
Intrafund Transfers	0
Reserves	180,814
Net County Cost	0
Positions	0

2. Augmented General Fund Contribution

Increased contract costs with the California Department of Forestry have required an increased augmentation of the General Fund contribution to offset operating costs for the provision of fire protection services in the unincorporated area that is funded from the Structural Fire Fund.

Revenue/Sources	163,721
Appropriations	163,721
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	206,536
Appropriations	25,722
Intrafund Transfers	0
Reserves	180,814
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: offset increases in operating costs, revenues, and reserves.

Revenue/Sources	365,533
Appropriations	203,905
Intrafund Transfers	0
Reserves	161,628
Net County Cost	0
Positions	0

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	4,582,046	4,463,829	4,633,907	4,640,912	7,005	4,692,912
Use of Money and Property	105,834	51,427	32,000	32,000		32,000
Intergovernmental Revenues	319,095	47,541	39,748	39,748		39,748
Charges for Services	145,974	125,014	145,000	345,000	200,000	145,000
Interfund Revenue		286,140	736,279	900,000	163,721	1,232,719
Miscellaneous Revenue	117,291	64,774	46,683	49,000	2,317	49,000
Total Revenue	5,270,240	5,038,727	5,633,617	6,006,660	373,043	6,191,379
Fund Balance	1,513,956	306,453	166,507		(166,507)	180,814
TOTAL SOURCES	6,784,196	5,345,180	5,800,124	6,006,660	206,536	6,372,193
REQUIREMENTS						
Services and Supplies	6,377,744	5,178,673	5,800,124	5,825,846	25,722	6,029,751
Other Charges	100,000					
Net Appropriations	6,477,744	5,178,673	5,800,124	5,825,846	25,722	6,029,751
Non-General Fund Reserves	306,453	166,507		180,814	180,814	342,442
TOTAL REQUIREMENTS	6,784,197	5,345,180	5,800,124	6,006,660	206,536	6,372,193

Fire Protection Services (3580B)

Program Locator

County

Community Services

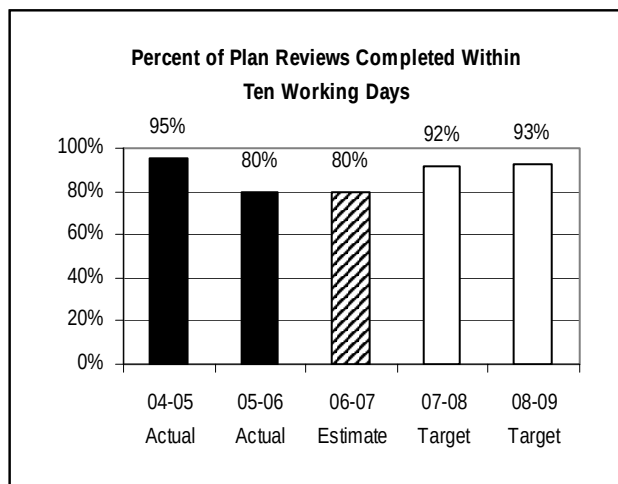
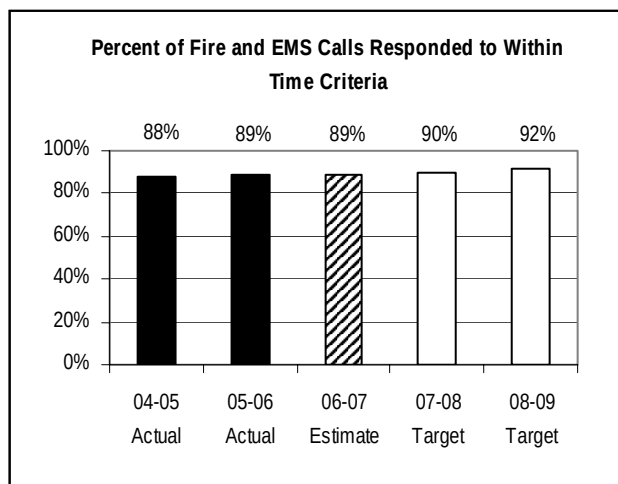
Fire Services

Structural Fire

County Service Area #1

▷ **Fire Protection Services**

Headline Measures



Program Outcome Statement

The Fire Protection Services Program ensures the protection of life, property and the environment for residents and visitors to San Mateo County by providing full service emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training through responsible contract and fiscal management.

Services and Accomplishments

The Fire Protection Services Program, which is staffed by the California Department of Forestry (CDF) on a contract basis, contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing fire protection services to all residents outside city and fire district boundaries in the County. Forty-seven state personnel and approximately 40 volunteers provide emergency services from four paid and three volunteer fire stations. Fire Protection Services staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters. Public fire safety education, fire protection planning and fire investigation services are also provided. Training staff, assisted by additional state-funded training personnel, provides professional fire and rescue training to all career personnel and volunteer firefighters, ensuring all state and federally-mandated training requirements are met. Staff provides quality training in advanced medical and technical rescue techniques. Currently there are Advance Life Support (ALS) paramedics at the four paid County personnel fire stations: Pescadero, Skylonda, Cordilleras and Belmont Tower Road.

The following are major accomplishments in the current year:

- Continued to equip all County Fire Department engines with rapid intervention crew equipment that is used to rescue down and/or trapped firefighters at the scenes of emergency incidents
- Continued succession planning efforts by recruiting and indoctrinating 20 new County Fire personnel
- Conducted three vegetation management control burns in the Pescadero Highway 35 areas, treating over 400 acres
- Conducted over 2,200 hours of training on subjects such as fire control, emergency medical services, and hazardous materials and pump operations training
- Continued work to adopt the International Fire Code for the unincorporated lands with County Fire jurisdiction, which will facilitate coordination with the County's city departments that have already adopted the current code
- Distributed over 350 customer satisfaction surveys and informational brochures describing fire protection services to County residents
- Updated Fire Hazard Severity Zone (FHSZ) maps that illustrate vegetated areas, thus informing the community of hazards that may be mitigated

Story Behind Performance

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. The emergency crews then provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care Countywide based on the urban, rural,

or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards, and a target of 95% has been set as an achievable goal for FY 2007-08 and FY 2008-09. The reason for less than 100% accuracy is due to back-to-back queuing that can negatively impact response time.

The County Fire Department provides fire and life safety reviews of building plans submitted in the County. These reviews not only ensure compliance with local and state standards they also ensure that County residents are erecting structures that allow for citizen survivability in the event of an emergency. County Fire Department inspectors have been working on the County adoption of the International Fire Code that allows for a standardization of codes within the County because all of the cities have adopted it in the past. Additionally, for the last two years, County Fire Marshals have reviewed plans within ten working days 90% or more of the time, ensuring not only builder satisfaction with the planning process but their overall safety as well.

Since FY 2005-06 the funding mechanism for Fire Protection Services, the Structural Fire Fund, has been unable to generate revenue to completely fund County Fire services. This shortfall is primarily due to the unanticipated drop in unsecured tax revenues from the San Francisco Airport and subsequent lack of growth in secured property taxes from parcels located within the fire protection district. As a result, Reserves have been extinguished and General Fund support has been required to maintain the current level of service. County Fire staff continue to maintain and in many instances reduce costs as options to eliminate the structural deficit are explored. In addition, the current agreement with American Medical Response (AMR) for Advanced Life Support (ALS) services drastically underfunds the ALS program for County Fire and is set to expire in 2008. The County has begun to develop a Request For Proposals for ALS services and the resulting contract will attempt to adequately reimburse County Fire for its ALS activities.

Major challenges over the next two years will be:

- To recruit and retain quality personnel
- To develop an ongoing revenue source to provide financial stability to the Structural Fire Fund
- To refine cost projections for the long term vehicle/facility replacement plan
- To pursue avenues for mutually beneficial arrangements with other fire agencies to help reduce operational costs
- To work with the County Advanced Life Support (ALS) Joint Powers Authority (JPA) and American Medical Response ambulance company (AMR) to secure equitable funding for San Mateo County Fire
- To prioritize a list of repairs needed on fire facilities and effectuate as many as fiscally feasible
- To complete the adoption process for the International Fire Code for CDF/County Fire jurisdictional areas
- To continue to provide efficient service levels given declining tax revenues and increasing operating costs

Program Objectives

The Fire Protection Services Program will meet performance targets by doing the following:

Respond to at Least 92% all Fire and EMS Calls Within Established Time Criteria

- Continue the upgrade of essential firefighting equipment, which will result in greater firefighter efficiency and effectiveness, thus reducing reflex and response times
- Continue to support the training program for firefighters and paramedics, ensuring that emergency responders are equipped with the essential tools needed to accomplish fire and EMS assignments

Ensure that 90% of Plan Reviews are Completed within Ten Working Days

- Continue to work with County staff to increase efficiency in the plan review process
- Complete the adoption process for the County implementation of the International Fire Code
- Assign adequate personnel to process reviews in a timely manner

Investigate Ways to Reduce Overall Costs

- Explore the possibilities of partnering with neighboring fire agencies to develop mutually beneficial arrangements to share resources
- Continue to operate all facilities with maximum efficiency and costs savings

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to provide fire department education and outreach programs at community events, which currently include fire and life safety classes, seminars and talks as requested by service organizations, elementary schools, and social groups
- Continue to distribute customer satisfaction surveys and informational brochures and to garner community feedback at all County Fire public information functions and at all career and volunteer stations

Continue to Improve Existing Facilities

- Within the County Facility Assessment, provide a comprehensive review of each facility, detailing and prioritizing repairs that must be completed
- Continue to meet with Public Works representatives to implement work requests

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of calls responded to:					
- Fire-related incidents	330	94	350	325	325
- Other incidents	1,854	772	500	500	510
Number of plans reviewed and checked	411	485	350	410	420
How Well We Do It (Quality)					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	88%	89%	89%	90%	92%
Percent of plan reviews completed within 10 working days of submittal of all required documents	95%	80%	80%	92%	93%
Is Anyone Better Off? (Outcome)					
Number of fire related deaths and injuries	0	0	0	0	0
Percent of customer survey respondents rating Fire Protection services good or better	---	---	90%	90%	90%

Fire Protection Services (3580B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Total Requirements	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751
Total Sources	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751

Program Net County Cost

This Program has no Net County Cost, however it has been augmented by the General Fund for the past three fiscal years, including \$900,000 for FY 2007-08. Its operations are funded by revenue from the non-General Fund Structural Fire Protection Fund (3550B) and displayed as Interfund Revenue.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: an increase in the fire protection services contract with the California Department of Forestry (CDF) due to increased personnel and operating costs and an increase in Interfund Revenue from the Structural Fire Fund.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(478,429)	(478,429)	0	0	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Adjustments have been made to reflect contract with the California Department of Forestry and Fire Protection.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
203,905	203,905	0	0	0	0

Fire Protection Services (3580B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Interfund Revenue	6,347,077	5,178,673	5,800,122	5,825,846	25,724	6,029,751
Total Revenue	6,347,077	5,178,673	5,800,122	5,825,846	25,724	6,029,751
Fund Balance		1,404,259	504,153		(504,153)	
TOTAL SOURCES	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751
REQUIREMENTS						
Salaries and Benefits			1,552	1,552		1,552
Services and Supplies	4,595,919	6,416,183	6,047,172	5,577,994	(469,178)	5,781,899
Other Charges	240,361	166,748	200,551	196,300	(4,251)	196,300
Fixed Assets	106,538		55,000	50,000	(5,000)	50,000
Net Appropriations	4,942,818	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751
Contingencies/Dept Reserves	1,404,259					
TOTAL REQUIREMENTS	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751

County Service Area #1 (3560B)

Program Locator

County

Community Services

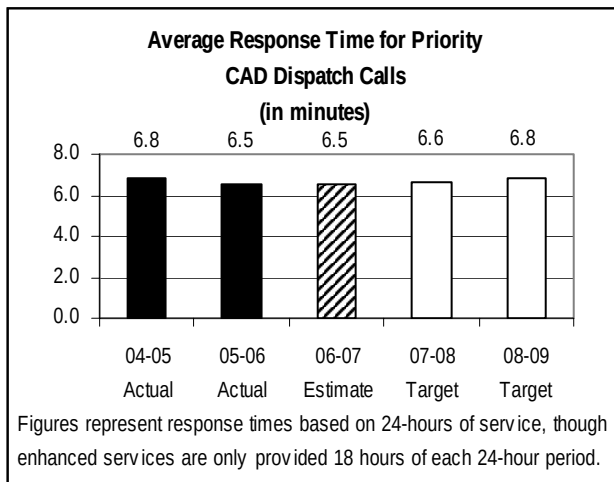
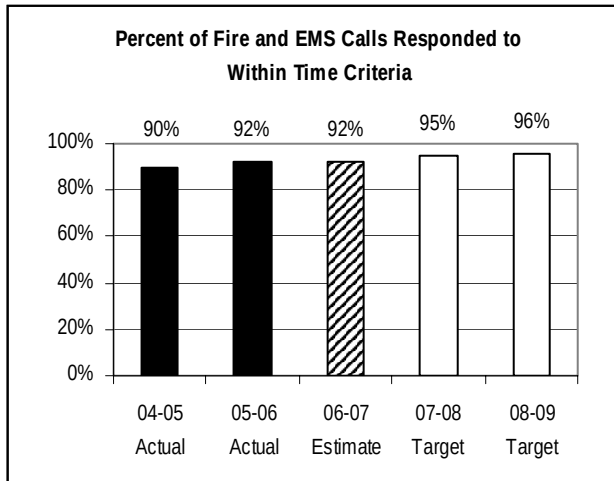
Fire Services

Structural Fire

▷ **County Service Area #1**

Fire Protection Services

Headline Measures



Program Outcome Statement

The County Service Area #1 provides contract management ensuring enhanced police and fire protection services for the residents of the unincorporated area west of the City of San Mateo and east of Highway 280 by providing Sheriff's patrol units, emergency and non-emergency response, fire prevention, public education, fire safety planning, community support activities, station and equipment maintenance and training.

Services and Accomplishments

County Service Area #1 (CSA #1) primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing enhanced police and fire protection services to the area of unincorporated San Mateo County situated west of the City of San Mateo and east of Highway 280. These services are funded through property taxes as well as a special supplemental parcel tax, which must be approved by the voters every four years. Fire protection is provided by three dedicated California Department of Forestry and Fire Protection (CDF) firefighters 24-hours, seven days a week, and dedicated Sheriff's patrol coverage is provided on an 18-hour, seven day per week basis. CDF staff respond to emergencies including fires (structural, wildland and vehicle), medical emergencies, hazardous materials incidents, vehicle accidents, rescue calls and emergencies related to natural disasters, public fire safety education, fire protection planning and fire investigation services.

The following are major accomplishments in the current year:

- Prior to annual fire season, inspected 100% of the residences in CSA #1 for an accumulation of excessive dead and dying vegetation through County Fire, targeting areas that border open space lands
- Advised residents on such topics as smoke detectors, fire extinguishers, and other home related safety items
- Worked with local residents to stencil curbside addresses on sidewalks, which assists with the quick identification of addresses and helps to reduce response times
- Continued outreach to community residents including education to school children, informational forums for adults, and health checkups, and attendance at monthly homeowner association meetings
- Continued to support ongoing youth programs in the CSA #1 area through the Sheriff's Activities League, including sponsoring after-school sports and dance programs at the Highlands Recreation Center and the annual youth vs. Deputy basketball tournament, and participation in the annual CSA July 4th parade, carnival and fireworks display
- Instituted fuel reduction project to eliminate flammable vegetation in undeveloped areas bordering CSA#1
- Maintained efforts to create familiarity with assigned Sheriff's Patrol officers by continuing to have Deputies participate in

homeowner association meetings, assist school crossing guards, and regularly meeting with school officials

- Conducted a meeting in January 2006 with citizen stakeholder groups, including representatives from all key homeowner associations in CSA#1, to improve visibility and community involvement and continued to provide information on a weekly basis for a regular column in the Highlands Newsletter
- Engaged a USDA Wildlife Services Specialist through the Sheriff's Office to identify and track a mountain lion that had been spotted near inhabited areas by Service Area residents

Story Behind Performance

Emergency response workload is measured by the number of calls for assistance or by the time that is required for emergency crews to respond to the scene of an emergency. CDF counts each incident individually and reflects the units assigned. The emergency crews then provide aid or mitigate an incident that has affected a County citizen or visitor. The County Board of Supervisors has set time-based response standards of care based on the urban, rural, or remote aspects of the area. Fire staff attempt to respond to as close to 100% of calls as possible in accordance with nationwide standards. A target of at least 92% has been set as an achievable goal for FY 2007-08 and FY 2008-09 due to back-to-back queuing that can negatively impact response time.

From FY 2003-04 to FY 2004-05, there was a moderate increase in response time for priority police dispatch calls reflecting changing policies regarding "Code Three" responses, which are now limited to crimes and disturbances in progress or imminent, for the roadway safety of officers and the public, as well as increased traffic congestion in the Highlands areas due to new housing developments. Response times have stabilized, and are now expected to increase very moderately over time, as traffic patterns in the Service Area evolve. Significant crime-related incidents in the Highlands area patrolled by the Sheriff's Office have remained fairly stable for the last three years, while countywide, major crime activities have increased since FY 2003-04. The strong presence of the Sheriff's patrol service in CSA#1 actively discourages criminal activity.

Major challenges over the next two years will be:

- To repair and renovate the Belmont Fire Station, for which a funding source is still being explored
- To maintain an efficient level of service for the community while carefully monitoring expenditures for Fire personnel and operating costs
- To facilitate the provision of increased traffic enforcement services in the Highlands, through an examination with County Counsel, of the Sheriff's authority to provide expanded traffic enforcement in County Service Areas, with specific focus on County Service Areas #1 and #8
- To respond to anticipated additional enforcement requirements from the opening of the expanded Youth Services Center campus on Tower Road adjacent to the Highlands

Program Objectives

The County Service Area #1 Program will meet performance targets by doing the following:

Respond to Fire and EMS Calls within the Established Time Criteria at Least 95% of the Time

- Continue to refine response time criteria so that accurate and useful data can be attained. Research is currently being conducted on ways in which to adapt existing software capabilities to interface with incident response data provided by municipal jurisdictions

Provide Community Residents with CPR and AED Training

- Updating Automatic External Defibrillation training devices, textbooks, and new CPR mannequins for training courses for CSA #1; staff has been accredited through the American Safety and Health Institute

Achieve an Average Response Time of 6.5 Minutes or Less for Priority CAD Dispatch Calls

- Continue to ensure that Deputies on patrol in the Highlands allow Patrol Deputies on other beats to respond first to non-emergency calls for assistance or low-priority dispatched calls, thus reducing driving time to CSA calls

Respond to Law Enforcement Service Priorities Identified by Service Area Residents and Leaders in Community Forums

- Participate in the Youth Service Center Campus Project Committee to help ensure adequate security services will be provided, and to plan and prepare for and mitigate any traffic-related impacts from the campus
- Install Mobile Data Terminals in Sheriff's patrol cars servicing the highlands to facilitate enhanced law enforcement information and appropriate incident response
- Provide motorcycle patrol services in the Service Area to facilitate traffic control and enforcement at critical times and locations
- Expand budgetary performance reporting in order to classify and report law enforcement and traffic workload data

Achieve an Overall Customer Satisfaction Rating of at Least 90% for Police Services

- Continue to provide fire department education and outreach programs at community events, which currently include fire and life safety classes, seminars and talks as requested by service organizations, elementary schools, and social groups
- Continue to distribute customer satisfaction surveys and informational brochures and to garner community feedback at all County Fire public information functions and at all career and volunteer stations
- Support the Highlands Recreation Center Youth Program with an annual contribution of \$5,000 and sponsor annual youth basketball tournaments
- Provide traffic control and participate actively in the annual Highlands July 4th parade, fireworks and celebration

- Continue to submit a weekly informational column in the community newsletter
- Continue to work with schools in the CSA area to ensure proactive traffic enforcement during morning pick-up and afternoon drop-off periods and to protect children and volunteer school crossing guards from speeding motorists
- Conduct abandoned vehicle and parking citation enforcement in the Highlands with increased frequency, staff resources allowing
- Hold annual community meetings with CSA residents and key homeowners association representatives to identify concerns and help assign priorities for law enforcement and fire protection services
- Assist residents in the development and expansion of disaster preparedness Community Emergency Response Teams (CERT's), utilizing the resources of the County Office of Emergency Services
- Continue to assign the best-qualified Deputies and maintain stability of personnel assigned to patrol in the Highlands

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2006-07 Target	FY 2007-08 Target
What/How Much We Do					
Number of calls responded to:					
- Fire-related incidents ⁽¹⁾	86	43	40	62	65
- Other incidents ⁽²⁾	504	242	426	375	375
Number of dispatched and self-initiated crime-related calls, incidents, and investigations	1,331	1,850	1,614	1,605	1,605
How Well We Do It (Quality)					
Percent of fire and emergency medical service calls responded to within time criteria established by County Emergency Medical Services	90%	92%	92%	95%	96%
Average Response time for Sheriff's priority CAD dispatch calls (in minutes) ⁽³⁾	6.8	6.5	6.4	6.5	6.5
Number of community meetings held with CSA #1 residents to establish service priorities	0	1	6	5	5
Is Anyone Better Off? (Outcome)					
Annual number of DOJ or CAD-reported significant crimes: ⁽⁴⁾					
- CSA #1 (CAD-reported)	60	30	75	70	70
- San Mateo County (DOJ statistics)	23,843	24,704	22,330	23,120	24,490
Percent of customer survey respondents rating Fire Protection services good or better	---	---	90%	90%	90%
Percent of customers surveyed through CARES and annual CSA#1 meeting rating Sheriff's services as good or better	95%	99%	93%	90%	90%

⁽¹⁾ Figures represent those calls responded to solely by the CDF/County Fire Department.

⁽²⁾ Figures represent those calls responded to solely by the Sheriff, and are not representative of calls for service that may have been responded to by other agencies such as the California Highway Patrol (CHP).

⁽³⁾ Figures represent response times based on 24-hours of service, though enhanced services are only provided 18 hours of each 24-hour period.

⁽⁴⁾ Significant crimes include the following offenses: criminal homicide, forcible rape, robbery, assault, burglary, larceny-theft, arson, motor vehicle theft, and domestic violence. The figure for SMCOC crimes reflects actual crimes as reported to the State Department of Justice (DOJ) by law enforcement agencies. The figure for CSA #1 crimes reflects only initial reported crimes by category as called in to County 9-1-1 by citizens, prior to review and preparation of a crime report by a Sheriff's Deputy. This categorization may not reflect the final type of crime ultimately reported by the Sheriff's Office to State DOJ for a given incident.

County Service Area #1 (3560B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Total Requirements	2,994,991	3,381,750	2,813,970	2,930,374	116,404	3,082,171
Total Sources	2,994,991	3,381,749	2,813,970	2,930,374	116,404	3,082,171

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from property taxes, miscellaneous State reimbursements, and a supplemental parcel tax within the County Service Area #1 area.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: an increase in property tax revenue based on projections; an increase to the Sheriff's contract to cover increased personnel costs; an adjustment to Fund Balance and increase in Reserves; and an increase in Fire Protection contract costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
116,404	64,607	0	51,797	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: an increase in property tax revenue based on projections; an increase to the Sheriff's contract to cover increased personnel costs; an increase in Fire Protection contract costs; an increase in Reserves; and removal of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
151,797	18,333	0	133,464	0	0

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	1,597,988	1,692,454	1,827,627	1,967,657	140,030	2,067,657
Use of Money and Property	42,118	35,827	35,000	35,000		35,000
Intergovernmental Revenues	13,965	14,380	14,000	14,000		14,000
Charges for Services	92,183	92,183	93,000	93,000		93,000
Miscellaneous Revenue	20,455					
Total Revenue	1,766,708	1,834,843	1,969,627	2,109,657	140,030	2,209,657
Fund Balance	1,228,283	1,546,906	844,343	820,717	(23,626)	872,514
TOTAL SOURCES	2,994,991	3,381,749	2,813,970	2,930,374	116,404	3,082,171
REQUIREMENTS						
Services and Supplies	1,230,860	2,537,385	1,993,100	2,032,667	39,567	2,076,000
Other Charges	26	22	153	193	40	193
Fixed Assets	217,199			25,000	25,000	
Net Appropriations	1,448,085	2,537,407	1,993,253	2,057,860	64,607	2,076,193
Non-General Fund Reserves	1,546,906	844,343	820,717	872,514	51,797	1,005,978
TOTAL REQUIREMENTS	2,994,991	3,381,750	2,813,970	2,930,374	116,404	3,082,171

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Local Agency Formation Commission (3570B)

Program Locator

County

Community Services

Office of Economic Development

Public Safety Communications

Fire Services

► **Local Agency Formation Commission**

County Library

Planning and Building

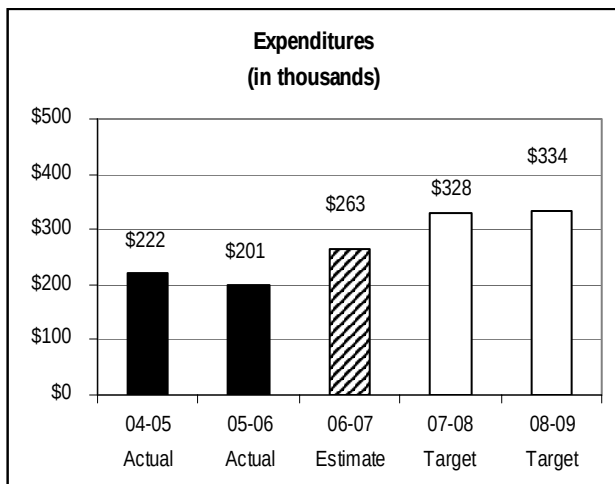
Parks Department

Department of Public Works

Department of Housing

Budget Unit Description

The Local Agency Formation Commission (LAFCo) is a State-mandated commission with jurisdiction over the boundaries of cities and special districts. LAFCo implements State policies promoting effective and efficient governmental boundaries and preservation of open space and agricultural lands in a manner that ensures full participation by the residents, voters and public agencies.



Net County Cost

The portion of this Program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$102,610, and represents the County's contribution to LAFCo. The General Fund revenue is displayed as an Intrafund Transfer. The contribution expenditure is appropriated in the Memberships and Contributions budgeted in the County Manager's Office/Clerk of the Board Program.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor increases; miscellaneous increases to operating costs; and increase in Reserves; an increase in Intrafund Transfer for the County contribution to the LAFCo budget; and an increase in Intergovernmental Revenues for city and independent special district contributions to the LAFCo budget.

Revenue/Sources	21,912
Appropriations	25,454
Intrafund Transfers	(12,497)
Reserves	8,955
Net County Cost	0
Positions	0

2. Completion of Municipal Service Reviews

Contract consulting services costs have been increased in order to meet a State-mandated deadline for preparation of municipal service reviews.

Revenue/Sources	26,666
Appropriations	40,000
Intrafund Transfers	(13,334)
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	48,578
Appropriations	65,454
Intrafund Transfers	(25,831)
Reserves	8,955
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor increases and County, city and special district shares have been increased to reflect increased appropriations.

Revenue/Sources	4,102
Appropriations	6,153
Intrafund Transfers	(2,051)
Reserves	0
Net County Cost	0
Positions	0

Local Agency Formation Commission (3570B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	100,070	126,886	153,560	205,220	51,660	209,322
Charges for Services	26,749	5,665	20,000	25,000	5,000	25,000
Interfund Revenue			6,502	160	(6,342)	160
Total Revenue	126,819	132,551	180,062	230,380	50,318	234,482
Fund Balance	56,586	(38,924)	6,335	4,595	(1,740)	4,595
TOTAL SOURCES	183,405	93,627	186,397	234,975	48,578	239,077
REQUIREMENTS						
Salaries and Benefits	138,293	150,289	176,089	188,672	12,583	194,825
Services and Supplies	11,744	12,238	46,019	88,170	42,151	88,170
Other Charges	72,292	38,597	41,069	51,789	10,720	51,789
Gross Appropriations	222,330	201,124	263,177	328,631	65,454	334,784
Intrafund Transfers		(113,832)	(76,780)	(102,611)	(25,831)	(104,662)
Net Appropriations	222,330	87,292	186,397	226,020	39,623	230,122
Contingencies/Dept Reserves	(38,924)	6,335		8,955	8,955	8,955
TOTAL REQUIREMENTS	183,406	93,627	186,397	234,975	48,578	239,077

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County Library (3700B)

Program Locator

County

Community Services

Office of Economic Development

Public Safety Communications

Fire Services

Local Agency Formation Commission

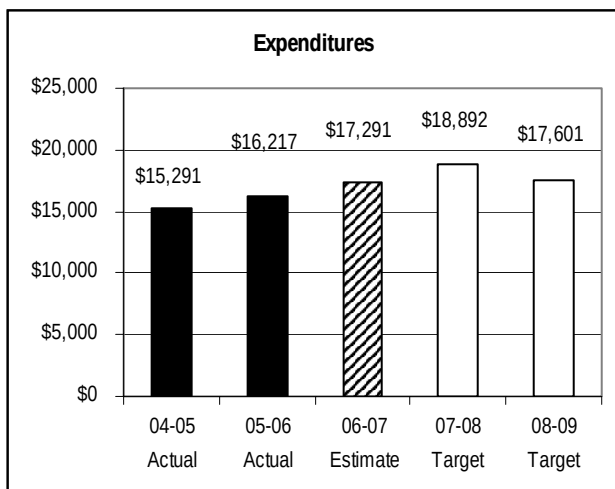
► **County Library**

Planning and Building

Parks Department

Department of Public Works

Department of Housing



Budget Unit Description

The San Mateo County Library provides innovative library services to diverse communities that will ensure access to information in a variety of formats on a broad range of topics that support personal growth and individual enrichment, build skills that assist in finding, evaluating and using information effectively, promote basic literacy for all ages, support current and continuing educational goals, and offer current materials of popular and recreational interest.

Net County Cost

The portion of this Program's FY 2007-08 Recommended Budget which is funded by the General Fund is \$145,570 or less than 1%, and represents the County's contribution. The General Fund contribution is displayed as Interfund Revenue and the expenditure is appropriated in the Memberships and Contributions budget in the County Manager's Office/Clerk of the Board Program budget. Library operations are primarily funded by property tax revenue from the Library JPA member jurisdictions.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor increases; inclusion of merit increases; deletion of one-time equipment and materials purchases; a decrease of support costs distributed to the branch libraries; modest adjustments to reflect average price increases in goods and services; and an increase in Reserves based on anticipated savings generated in the prior year. Budgeted revenue from secured property tax has been increased based on actual receipts in the current year and anticipated continued growth in prices and appraised property values.

Revenue/Sources	(43,509)
Appropriations	(1,097,161)
Intrafund Transfers	153,042
Reserves	900,610
Net County Cost	0
Positions	0

2. Contribution for the New Portola Valley Library

Reserves will be used for the purchase of furniture and equipment for the new Portola Valley Library scheduled for completion in 2008. As outlined by the Library JPA Governing Board, support of new libraries constructed by city members will be made through the purchase of interior furnishings and equipment in an amount based on the square footage of the facility.

Revenue/Sources	0
Appropriations	125,680
Intrafund Transfers	0
Reserves	(125,680)
Net County Cost	0
Positions	0

3. System Wide Equipment and Materials Purchases

One-time Education Revenue Augmentation Fund (ERAF) revenue and a portion of Reserves will be used for the purchase of equipment that improves the delivery of library services and supports system wide goals of providing library users with more self service options. Additionally, sortation equipment will be installed at the Foster City and Millbrae Branch Libraries allowing staff time to be diverted from

manual materials handling to direct service with the public. Materials including children and adult collections, and audio and digital materials will also be enhanced to keep pace with public demand.

Revenue/Sources	653,360
Appropriations	1,279,700
Intrafund Transfers	0
Reserves	(626,340)
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	609,851
Appropriations	308,219
Intrafund Transfers	153,042
Reserves	148,590
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor increases; inclusion of merit increases; an increase in property taxes based on anticipated continued growth in prices and appraised property values; elimination of one-time purchases including library collections, consulting costs, a staff vehicle and self-service equipment; adjustments to cost applied charges; an increase in projected furniture and equipment costs in anticipation of opening a new library in Portola Valley; additional appropriation to replace the Bookmobile; modest adjustments to reflect average price increases in goods and services and other service charges; an adjustment to

Capital Reserves to reflect funding set aside for future equipment purchases; and the balance is set aside in Reserves.

Revenue/Sources	(185,040)
Appropriations	(1,753,249)
Intrafund Transfers	462,179
Reserves	1,106,030
Net County Cost	0
Positions	0

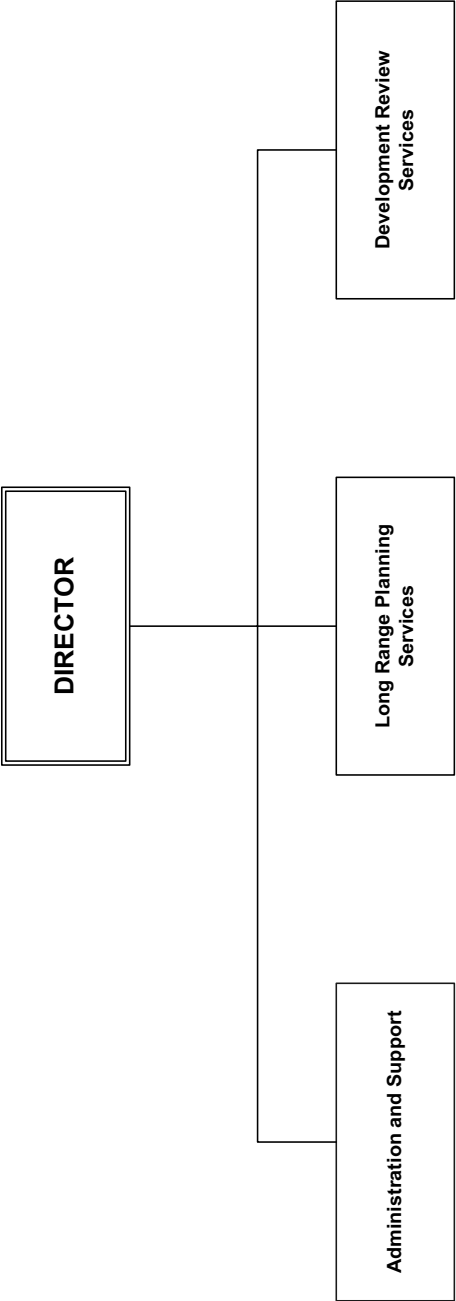
County Library (3700B)
County Library Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	13,750,057	14,858,140	14,114,161	15,034,524	920,363	15,011,164
Use of Money and Property	159,678	253,502	153,500	208,817	55,317	208,816
Intergovernmental Revenues	717,597	553,480	576,800	627,464	50,664	615,785
Charges for Services	727,897	623,886	702,000	608,000	(94,000)	458,000
Interfund Revenue	341,234	240,565	138,242	145,570	7,328	145,570
Miscellaneous Revenue	539,581	686,217	435,269	337,835	(97,434)	337,835
Total Revenue	16,236,044	17,215,791	16,119,972	16,962,210	842,238	16,777,170
Fund Balance	5,944,200	6,889,524	7,888,800	7,656,413	(232,387)	7,656,413
TOTAL SOURCES	22,180,244	24,105,315	24,008,772	24,618,623	609,851	24,433,583
REQUIREMENTS						
Salaries and Benefits	9,521,823	9,829,547	11,090,839	11,589,839	499,000	12,054,329
Services and Supplies	4,638,543	5,217,045	14,470,121	14,470,114	(7)	12,592,255
Other Charges	1,055,484	999,060	1,213,966	1,258,192	44,226	1,258,312
Fixed Assets	74,870	170,863	725,000	490,000	(235,000)	150,000
Gross Appropriations	15,290,720	16,216,515	27,499,926	27,808,145	308,219	26,054,896
Intrafund Transfers			(9,069,102)	(8,916,060)	153,042	(8,453,881)
Net Appropriations	15,290,720	16,216,515	18,430,824	18,892,085	461,261	17,601,015
Contingencies/Dept Reserves	6,669,524	7,300,000	4,727,948	4,776,238	48,290	5,742,268
Non-General Fund Reserves	220,000	588,800	850,000	950,300	100,300	1,090,300
TOTAL REQUIREMENTS	22,180,244	24,105,315	24,008,772	24,618,623	609,851	24,433,583
AUTHORIZED POSITIONS						
Salary Resolution	124.0	128.0	128.0	128.0		128.0
Funded FTE	108.2	111.7	111.5	112.8	1.3	112.8

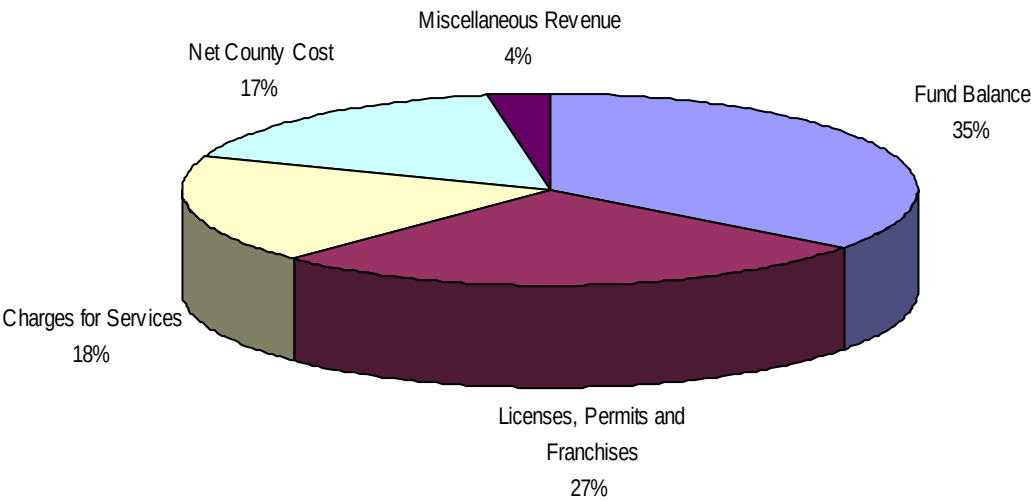
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PLANNING and BUILDING

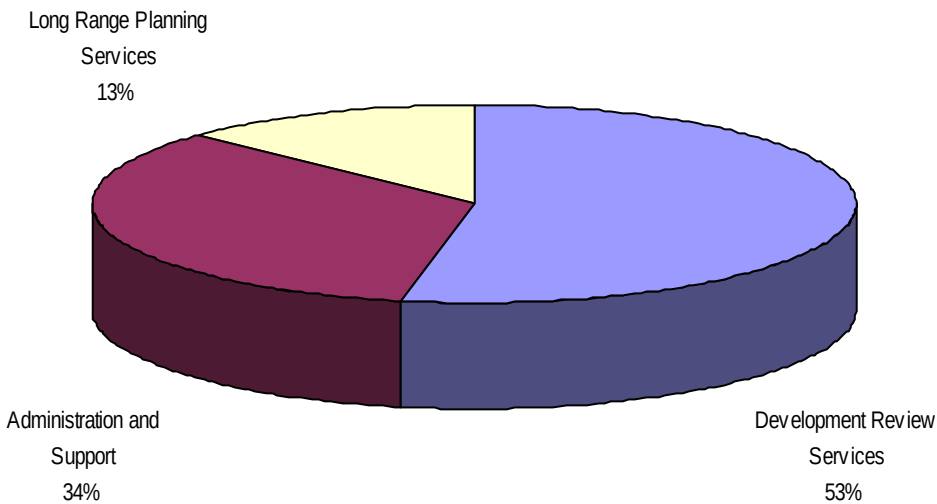


Planning and Building

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Community Services

Office of Economic Development

Public Safety Communications

Fire Services

Local Agency Formation Commission

County Library

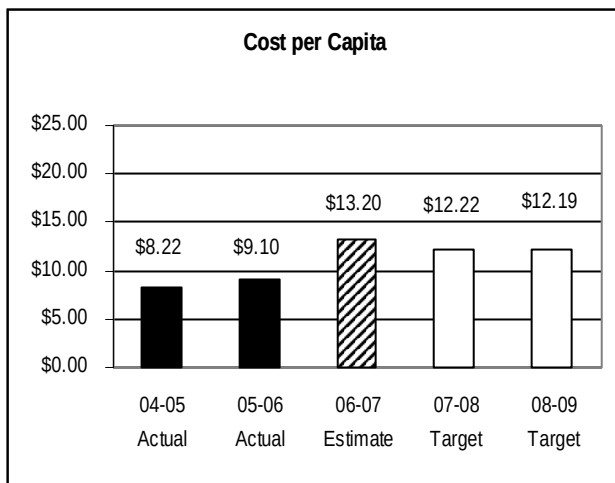
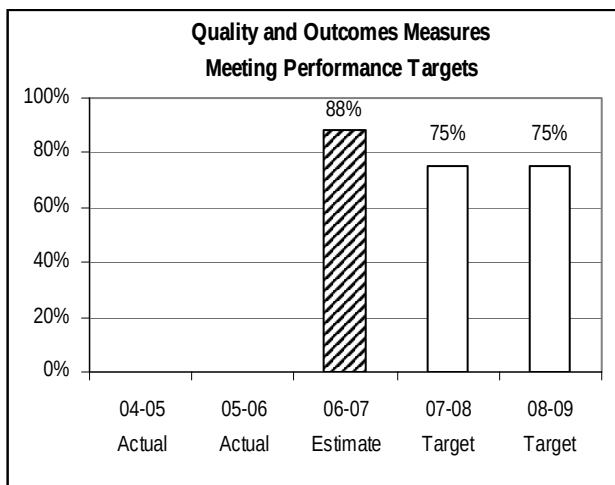
► **Planning and Building Department**

Parks Department

Department of Public Works

Department of Housing

Department Measures



Department Mission Statement

The Planning and Building Department serves the county and its communities by helping them to achieve a better future through the preparation and administration of land use plans and regulations and by ensuring development proposals conform with the applicable zoning and building requirements.

Contributions to Shared Vision 2010 Goals (Fiscal Years 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

• **Aircraft Noise Insulation Project**

Completed Phase III of the Aircraft Noise Insulation Project that provided noise insulation for eligible properties and affected residents in the unincorporated Country Club Park neighborhood.

• **Stormwater Pollution Control Program**

Implemented the National Pollution Discharge Elimination System (NPDES) Stormwater Pollution Control Program to minimize significant sources of non-point pollution to local water bodies.

• **Local Hazard Mitigation Plan**

Completed the Local Hazard Mitigation Plan which provides strategies to reduce the potential loss of life, property damage and environmental degradation from natural disasters.

• **Building Code and Fire Codes**

Concluded the Building Code and Fire Code update project that resulted in a revised set of county regulations governing the unincorporated areas.

PLACE

Preserve and Provide People Access to our Natural Environment

• **Mid-coast Local Coastal Program**

Completed the mid-coast Local Coastal Program update project that quantified growth potential and infrastructure capacity and aligned the rate of growth with development constraints in the urban mid-coast

Offer a Full Range of Housing Choices

• **Housing Element Update**

Completed the Housing Element Update of the General Plan and an Inclusionary Housing Ordinance to maintain the quality of existing housing, identify sites for new housing and grant density bonuses for affordable housing

• **New Zoning Regulations Regarding House Size**

Prepared new zoning regulations for various unincorporated urban areas to control house size and improve the compatibility of commercial and industrial development

Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- **Countywide Transportation Plan**

Developed extensive revisions to the Countywide Transportation Plan that included a "Smart Growth" land use component and assisted in creating several programs for the Countywide Congestion Management Plan

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **General Plan Housing Element**

In conjunction with the State Department of Housing and Community Development, prepared the General Plan Housing Element, and collaborated with the County Department of Housing to implement key General Plan Housing Element policies

- **Local Hazard Mitigation Plan**

Coordinated with the Association of Bay Area Governments (ABAG) in the preparation of the Local Hazard Mitigation Plan and Housing Needs Assessment projects.

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- **Airport Community Roundtable**

Participated on the Airport Community Roundtable (comprised of 18 city members, the City/County Association of Governments and the County) that collaborates in a cooperative process to mitigate aircraft noise in affected communities and neighborhoods surrounding San Francisco International Airport.

- **Stormwater Pollution Control Program**

Coordinated with the State Water Resources Control Board and collaborated with all of the city governments in San Mateo County through City/County Association of Governments (C/CAG) to prepare and administer the Stormwater Pollution Control Program (STOPPP).

Major Accomplishments in FY 2006-07

Responsive, Effective and Collaborative Government

- Improved the level and performance of service to the public by hiring additional staff
- Returned to a five day work week
- Remodeled the Planning and Building offices
- Kept service fees flat while improving service levels
- Created systems for better internal tracking of projects and handling public complaints
- Streamlined the permitting process with pre-application meetings, concurrent review periods by outside agencies and implementing a fast-track system for appropriate permits
- Maximized the opportunity for public involvement in policy planning and development review projects by using a mix of methods and medium, including press releases, posted notices and signs, Internet postings, constituency mailings, pre-

application meetings, and meeting facilitation and language translation

Major Issues to be Addressed

Quality of Service—Further improvements to elevate the quality of service to residents and business owners within the County through providing consistent application of rules and regulations, providing greater certainty to the permitting process, and allowing for timely and efficient processing of planning and building applications.

Balancing—The demand for urban development with the need to preserve the quality of the natural environment

Changing Requirements—The impact of changing regulatory requirements such as zoning regulations that result in a need to modify internal operations and educate the public

Technology—Increased application of technological innovations to better inform and involve the public in the policies and activities of the department

Balancing—The need to respond to individual community problems with specific "tailored" solutions and still maintain consistent regulatory methods and criteria

Key Department Initiatives

1. Revise and Update the County General Plan and Implement the Zoning Regulations and Building Code Provisions

Major Issues to be Addressed:

- The General Plan and Zoning Regulations have not been substantially reviewed in many years
- Updating and clarification of the Building Code needs completion
- Planning and Building Department staff require up-to-date regulatory codes to perform their professional responsibilities

Alignment to Shared Vision:

- Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion
- Responsive, Effective and Collaborative Government

Goal:

- Complete an update of the County General Plan, Zoning Regulations and Building Code that represents preferred land use policy and includes effective regulatory provisions

Objectives:

- Determine where the existing General Plan is deficit in complying with State mandated planning requirements
- Determine where the existing General Plan should be revised to result in updated data and clearer policy for an overall improved planning document, taking into account recent developments in zoning theory
- Identify what new or revised regulations are necessary to implement the updated General Plan policies

- Revise and eliminate outdated zoning regulations pertaining to land uses that no longer exist in the County
- Simplify complicated code sections
- Re-examine and revise the building regulations intended to bring structures up to current code levels to eliminate unintended side effects and thereby better reflect its intent
- Update the General Plan taking into account recent developments in zoning theory

Major Milestones:

- Develop a comprehensive work plan that identifies the resources needed to complete the review and update of the General Plan and Zoning and Building regulatory codes
- Conduct public meetings and outreach
- Draft revisions for public and Planning Commission review

Partners:

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- Interested community groups

FY 2007-08 Budget Impact:

\$500,000 has been allocated in the FY 2007-08 Recommended Budget to fund consultant contracts to undertake the review and revision of the County General Plan, Zoning Regulations and Building Code provisions.

2. Ensure that the Best and Latest Environmental Protection Practices are in Place

Major Issues to be Addressed:

- Local environmental regulations have not been kept current with State Legislation
- Lack of adequate measures to prevent potential adverse impacts to the environment

Alignment to Shared Vision:

- Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion
- Responsive, Effective and Collaborative Government

Goal:

- Complete the update and implementation of County environmental procedures and related environmental documents

Objectives:

- Fully review environmental protections that are not codified
- Update the General Plan taking into account recent developments in environmental protection
- Determine where existing regulations are deficient in complying with State environmental requirements

Major Milestones:

- Update County environmental procedures
- Update the California Environmental Quality Act (CEQA) initial study checklist and negative declaration documents
- Train staff in the new regulations and procedures regarding environmental protection

Partners:

- Board of Supervisors
- County Manager's Office
- Department of Public Works
- Environmental Health Services
- Planning Commission
- Interested community groups

FY 2007-08 Budget Impact:

Existing staff resources will be utilized to complete the updating and training in respect of the environmental protection procedures and documentation.

Other Significant Objectives by Program

The Planning and Building Department includes the following programs:

- Administration and Support
- Long Range Planning Services
- Development Review Services

The following program objectives will significantly contribute to departmental success (additional program level objectives are included in individual Program Plans):

Administration and Support

- Continue to expand the functionality of the Geographic Information System (GIS) in departmental operations and integrate it with the permit processing database
- Undertake the comprehensive re-evaluation of the County's regulatory codes pertaining to Planning and Building
- Complete the next major upgrade to the permit processing and tracking system software

Long Range Planning Services

- Evaluate the conclusions of the Mid-coast Groundwater Study
- Complete the Rural House Size Limits project
- Begin substandard lot merger as part of implementing the Mid-coast Local Coastal Program update project

Development Review Services

- Achieve an overall customer satisfaction rating of at least 90%
- Issue 2,350 building permits and improve permit processing
- Maintain staffing levels and provide training to both new and more experienced staff

Planning and Building (3800B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	3,475,170	4,239,539	3,302,595	3,485,741	183,146	3,485,741
Fines, Forfeitures and Penalties	54,026	44,230	40,000	20,000	(20,000)	20,000
Intergovernmental Revenues	57,909	57,909	57,909	57,909		57,909
Charges for Services	2,687,563	2,336,200	2,288,356	2,295,099	6,743	2,295,099
Interfund Revenue	152,431	302,143	324,385	94,700	(229,685)	94,700
Miscellaneous Revenue	486,287	359,893	704,994	312,909	(392,085)	122,314
Total Revenue	6,913,386	7,339,915	6,718,239	6,266,358	(451,881)	6,075,763
Fund Balance	618,172	2,360,294	4,303,422	4,605,394	301,972	4,605,394
TOTAL SOURCES	7,531,558	9,700,209	11,021,661	10,871,752	(149,909)	10,681,157
REQUIREMENTS						
Salaries and Benefits	4,262,323	4,816,568	6,019,781	6,303,524	283,743	6,567,887
Services and Supplies	2,938,637	3,362,159	5,100,423	5,002,431	(97,992)	4,643,713
Other Charges	554,490	686,706	892,959	929,325	36,366	929,325
Other Financing Uses		1,114	800,000		(800,000)	
Gross Appropriations	7,755,451	8,866,547	12,813,163	12,235,280	(577,883)	12,140,925
Intrafund Transfers	(2,115,431)	(2,400,135)	(3,130,906)	(2,990,846)	140,060	(2,990,846)
Net Appropriations	5,640,020	6,466,412	9,682,257	9,244,434	(437,823)	9,150,079
Contingencies/Dept Reserves	618,172	1,765,694	3,604,573	3,776,140	171,567	3,730,770
TOTAL REQUIREMENTS	6,258,192	8,232,106	13,286,830	13,020,574	(266,256)	12,880,849
NET COUNTY COST	(1,273,366)	(1,468,103)	2,265,169	2,148,822	(116,347)	2,199,692
AUTHORIZED POSITIONS						
Salary Resolution	45.0	54.0	55.0	55.0		55.0
Funded FTE	44.8	53.8	54.2	54.7	0.5	54.7

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$149,909 or 1.4% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$183,146 in this funding source due to anticipated increases in permit activity.

Fines, Fees and Forfeitures

There is a decrease of \$20,000 in this funding source due to increased issuance of Information Notices in lieu of Stop Work Notices.

Charges for Services

There is an increase of \$6,743 in this funding source due to anticipated increase in revenue collected to cover County Counsel fees.

Interfund Revenue

There is a net decrease of \$229,685 in this funding source due to completion of San Francisco Airport Commission/Federal Aviation Administration (SFO/FAA) Noise Insulation Project and elimination of administrative support services revenue received from the Structural Fire Fund.

Miscellaneous Revenue

There is a net decrease of \$392,085 in this funding source due to reduced revenue from reimbursement for staff time spent on City/County Association of Governments and the County's Department of Housing projects and from miscellaneous contracts.

Fund Balance

There is an increase of \$301,972 in this funding source due to expenditure savings and excess revenues.

TOTAL REQUIREMENTS

Total Requirements decreased by \$266,256 or 2.0% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$97,992 in this expenditure category due to salary and benefit cost increases and the upgrade of an existing position in the Development Review Services Program.

Services and Supplies

There is a net decrease of \$522,992 in this expenditure category primarily due to completion of the office remodel project at 455 County Center and the SFO/FAA Noise Insulation Project.

Other Charges

There is a net increase of \$36,366 in this expenditure category due to an increase in costs for County Counsel services, Information Services Department charges, and facility rental charges that were partially offset by a reduction in general liability insurance costs.

Intrafund Transfers

There is a decrease of \$140,060 in this expenditure category due to a reduction in in-house administrative services charges resulting from the completion of the office remodel project.

Other Financing Uses

There is a decrease of \$800,000 in this expenditure category due to the completion of the office remodel project at 455 County Center.

Contingencies/Departmental Reserves

There is an increase of \$171,567 in this expenditure category due to additional Fund Balance being set aside in Reserves. The balance in Reserves represents 40.8% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$3,591,251.

NET COUNTY COST

There is a decrease of \$116,347 or 5.1% in this department's General Fund allocation. This decrease is primarily due to a reduction in one-time funding for the implementation of the Planning and Building Task Force recommendations to contribute support for a plan checking contract, contracts for processing planning permits, and an internship in the Current Planning Section.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$190,595 or 1.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Miscellaneous Revenue

There is a decrease of \$190,595 in this funding source due to the elimination of one-time project contract revenue.

TOTAL REQUIREMENTS

Total Requirements decreased by \$404,088 or 1.1% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$264,363 in this expenditure category due to negotiated salary and benefit changes.

Services and Supplies

There is a decrease of \$358,718 in this expenditure category due to reduction in one-time contract expenditures.

Contingencies/Departmental Reserves

There is a decrease of \$45,370 in this expenditure category due to merit increases and negotiated salary and benefit changes. The balance in Reserves represents 40.8% of Net Appropriations, which exceeds County 2% reserve policy requirement by \$3,547,768.

NET COUNTY COST

There is an increase of \$50,870 or 2.3% in this department's General Fund allocation to partially offset negotiated labor costs.

Administration and Support (3810P)

Program Locator

County

Community Services

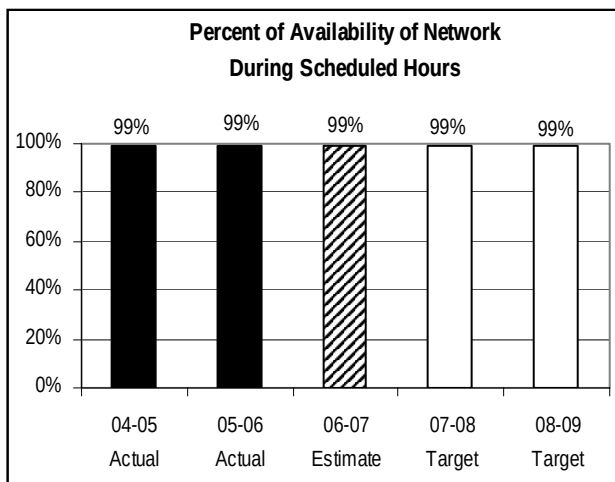
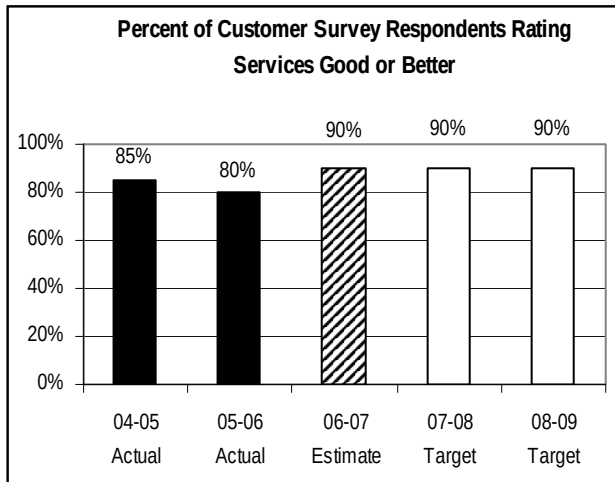
Planning and Building Department

▷ **Administration and Support**

Long Range Planning Services

Development Review Services

Headline Measures



Program Outcome Statement

Administration and Support enables the staff of the Planning and Building Department to deliver effective, responsive, quality services to its customers and the public through the provision of overall management and organizational direction, and of automation, fiscal, graphics, payroll and personnel, reception, secretarial, word processing, and other administrative services in an efficient, well-managed office environment.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering direction and support to the Planning and Building Department's two major programs, Development Review Services and Long Range Planning Services. Senior management provides direction and guidance in defining department priorities that align with the County's Visioning Goals. Support is provided to improve service delivery, enhance the quality and presentation of information and reports, maintain and upgrade the technical infrastructure, and ensure fiscal viability, including the development and monitoring of the department's budget. Secretarial and administrative support is provided to the Planning Commission, Zoning Hearing Officer, and Coastside, Bayside and Emerald Lake Hills Design Review meetings. Fiscal and administrative support is also furnished to the Airport and Community Roundtable.

The following are major accomplishments in the current year:

- Provided expanded advancement opportunities within the department
- Remodeled the second floor office at 455 County Center that improved the physical working environment for the public and staff
- Completed procurement of consulting services for the preparation of the Big Wave Office Park and Wellness Center project Environmental Impact Report to provide the Planning Commission and Board of Supervisors with information regarding the environmental consequences of the project to enable them to make a decision on how to proceed in this matter
- Upgraded the application software for the Permit*Plan Advantage and eConnect online permit tracking system and completed the automation of the Assessor's parcel update into the system's database

Story Behind Performance

During FY 2006-07, Administration was successful in responding to the Planning and Building Task Force report regarding internal promotions, improving the efficiency of the permit process, and in-house training.

Six employees were promoted internally in recognition of their excellent work and dedication to the department and the County.

One of these in-house promotions filled a new position entitled "Permit Coordinator." The Permit Coordinator position was specifically designed to assist applicants during the building permit process and has helped complete many difficult applications in a timely manner. Administration was successful in increasing staff by another position, in addition to the nine positions approved by the Board of Supervisors, by using revenue received from the expired permits, resulting in no Net County Cost. The support position assists in administering the expired permits program and other support functions including: staffing the reception desk; routing permit applications; and mailing public hearing notices. The department continues to recruit for several of the new positions approved by the Board of Supervisors in FY 2005-06. Progress in filling some of these positions has been slower than expected and has resulted in delays in implementing some of the improvements identified in the Planning and Building Task Force report issued in June 2005. The turn around times for acting on Planning and Building permits have not significantly improved in many cases because the personnel is not yet on board to be able to enact those improvements.

An in-house training program was created for new planning staff, which includes bi-weekly working sessions with new and experienced staff regarding General Plan and Local Coastal Plan policies, the zoning ordinance, subdivision ordinance and grading ordinance. The work sessions are organized to present an overview and discussion of relevant policies and regulations so planners are able to implement them consistently. The training program is ongoing so that new and experienced staff can start the program as they come onboard and take refresher courses as needed.

All these staffing and training initiatives were part of administration's ongoing efforts to implement the Planning and Building Task Force recommendations to improve the level of service the department provides to the public.

Operational improvements included returning to a five-day workweek and completion of a comprehensive remodel of the second floor of 455 County Center on which the department is located. The remodel project entailed renting new office space and relocating the operations of the entire second floor to nearby premises. Due to extensive revisions to the public counter area, developed to maximize service delivery to the department's customers, the project took nine months to complete. The new design provided for sufficient ergonomically correct office space for additional personnel and an improved reconfiguration of common areas to better serve the public and accommodate staff.

The provision and maintenance of a secure, reliable and progressive computing environment to ensure uninterrupted network availability and optimum automation resources is a primary responsibility of the Administration and Support Program. The department's automated permit processing and tracking software, Permit*Plan Advantage, was upgraded to its most current version along with its companion eConnect online system and voice response system. Substantial progress has also been made on the implementation of the eApply and ePay components of eConnect application to allow customers to

obtain online routine building permits, and final testing and installation is now planned for the coming fiscal year. Aging network equipment, including the main switching appliance, was replaced, and increased standardization of desktop computer equipment to maximize the use of ghosting technology for repair work has reduced support costs and downtime.

Ongoing development and increased utilization of the County's Geographic Information System (GIS) and its integration with the Permit*Plan Advantage database remain ongoing priorities. The production of numerous spatial data graphs, charts, tables and maps for the Countywide Transportation Plan, Local Agency Formation Commission, County Manager's Office, Department of Housing and other County departments has continued. The Graphics Section continues its close involvement with the County GIS Committee to assist in implementing the new high-resolution aerial photography that is anticipated to become completely available to the entire county in FY 2008-09.

Major challenges over the next two years will be:

- To implement remaining changes recommended by the Planning and Building Task Force
- To continue to provide staff with the resources required to perform their work in a well maintained and efficient office environment while carefully controlling expenditures
- To integrate the County's Geographic Information System (GIS) with the Permit*Plan Advantage database
- To provide online ability to the public to schedule and cancel building permit inspections
- To make further improvements in user accessibility and content of the department's website
- To maintain service and staffing levels
- To keep current with new automation technology as well as prepare for significant changes to the operating software and functionality of our mission critical application to process and track permits
- To complete the implementation of eApply and ePay for processing online building permit applications

Program Objectives

The Administration and Support Program will meet performance targets by doing the following:

Implement Recommendations of the Planning and Building Task Force

- Continue to implement and evaluate the new operational procedures to improve the quality of service provided by the department, such as increased use of pre-application meetings, schedules for submittal dates and hearing dates, standardized review periods for outside agencies, and updated application submittal checklists
- Develop and implement a work plan for updating the General Plan and Zoning Regulations

Provide a Well Maintained Working Environment

- Conduct a complete ergonomic review of workstations to ensure individual suitability in accordance with current standards
- Maintain common areas and workstations in a clean and orderly condition
- Reorganize the basement storage area and transfer older or inactive records on a regular basis to offsite storage
- Expand document storage and retrieval strategies to include imaging technology to improve information accessibility and reduce office floor space file storage requirements

Maintain 99% Availability of Network During Scheduled Hours and Implement Technology Improvements

- Monitor service life of network appliances and replace servers, desktops and printers as warranties expire
- Upgrade network operating system and desktop software as older versions become obsolete to ensure a stable and well integrated computing environment
- Maintain the Permit*Plan Advantage application, Oracle operating system, and Crystal forms and reports software in their most current version to ensure continued maintenance support
- Link the GIS and Permit*Plan databases to enable staff to query data regarding parcel, census and other land use information when processing applications and complete the digitization of the land use and agricultural preserve layers
- Provide graphics staff with additional training in the Geomedia/ GIS software that will assist in improved GIS mapping capabilities and utilization
- Expand and improve the department's website to provide better information regarding activities and achievements as well as accessibility to informational material

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide timely response to customer concerns and complaints regarding the application of development regulations, permit processing and code enforcement
- Assist the Planning Commission with the successful deliberation of cases
- Provide courteous, knowledgeable and helpful reception services to the department's customers

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of service requests processed for:					
- Word processing	3,500	3,717	3,750	3,600	3,600
- Graphics	1,000	1,170	1,065	1,065	1,078
Number of public hearing items agendized	210	284	235	235	235
How Well We Do It (Quality)					
Percent of service requests completed by due date:					
- Word processing	100%	100%	100%	100%	100%
- Graphics	98%	98%	98%	98%	98%
Percent of letters of decision mailed by three working days of hearing date	100%	100%	98%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	85%	80%	90%	90%	90%
Percent availability of network during scheduled hours	99%	99%	99%	99%	99%

Administration and Support (3810P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	13.0	13.0	14.0	14.0		14.0
Funded FTE	12.9	12.8	13.3	14.0	0.7	14.0
Total Requirements	429,878	1,573,353	3,973,226	4,427,039	453,813	4,438,381
Total Sources	708,121	2,164,678	3,762,054	4,201,140	439,086	4,201,140
Net County Cost	(278,243)	(591,325)	211,172	225,899	14,727	237,241
NCC Breakdown						
Non-Mandated Services			211,172	225,899	14,727	237,241

Program Net County Cost

The portion of this Program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$225,899 or 5.1%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include uncommitted funding for the Mid-coast Groundwater Study, operating costs to provide service to the public on Fridays, and a shared portion of salary and benefit adjustments.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position change; reductions in contract expenses and extra help; increases in internal service charges from Information Services, Public Works, and County Counsel; elimination of one-time costs for office improvement expenditures for the remodeling of the second floor at 455 County Center; elimination of funding from the Structural Fire Fund for administrative support services; and an adjustment to Fund Balance due to additional revenue; and savings has been set aside in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
439,086	(707,814)	565,060	596,567	14,727	0

2. Update of Zoning Regulations and General Plan

Funding from Reserves is allocated to the Long Range Planning Services Program to review and update the General Plan and Zoning Regulations. This project supports the performance target of ensuring that 100% of the Long Range Planning projects and programs implement the County's Shared Vision 2010 commitments and goals, including the provision of Responsive, Effective and Collaborative Government through effectively communicating and developing strategic approaches to issues affecting the entire county.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	425,000	0	(425,000)	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
439,086	(282,814)	565,060	171,567	14,727	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reduction in Reserves to offset higher personnel costs:

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	56,712	0	(45,370)	11,342	0

Long Range Planning Services (3830P)

Program Locator

County

Community Services

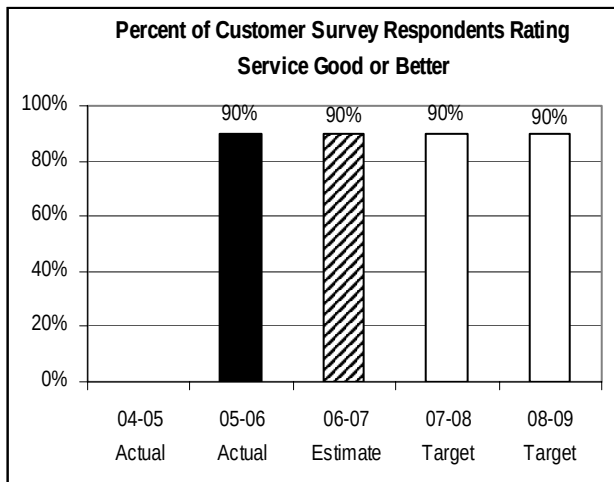
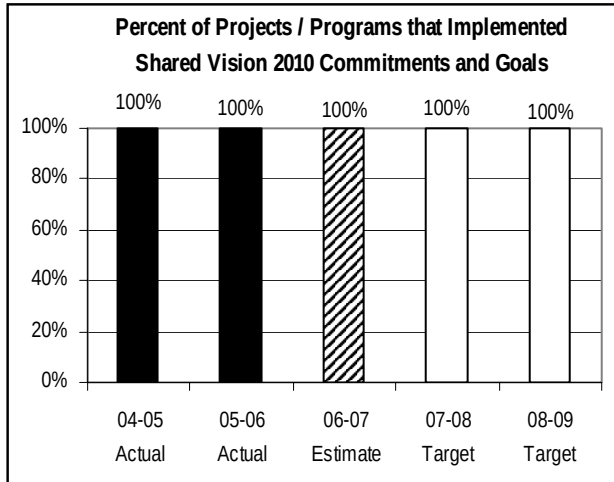
Planning and Building Department

Administration and Support

▷ **Long Range Planning Services**

Development Review Services

Headline Measures



Program Outcome Statement

The Long Range Planning Services Program formulates land use and transportation plans, policies, regulations and programs which determine the orderly and efficient development of future urban and rural areas while conserving and protecting valuable natural resources through a process of extensive public participation and highly collaborative inter-governmental coordination. The Program also administers the department's code compliance function that primarily assures that development complies with County regulations.

Services and Accomplishments

The Long Range Planning Services Program primarily contributes to the County's Shared Vision 2010 goals and commitment to offer a Full Range of Housing Choices; Redesign Our Urban Environment to Increase Vitality and Reduce Congestion; Preserve and Provide Access to our Natural Environment; and Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life. The Long Range Planning Services Program prepares and participates in plans, programs and studies that are mandated by State law, commissioned by the Board of Supervisors, or contracted by the City/County Association of Governments (C/CAG). The role of the Long Range Planning Services Program includes maintaining and updating the County's General Plan; developing area and community land use plan updating local zoning regulations; preparing and updating C/CAG sponsored sub-regional plans, such as the Countywide Transportation Plan, Congestion Management Plan, and Airport Land Use Plans; and providing planning services to reduce airport related noise, such as coordinating the San Francisco International Airport and Community Roundtable.

The following were major accomplishments in the current year:

- Completed Board of Supervisors review and approval of the Mid-coast Local Coastal Program (LCP) update project. This project includes updating midcoast residential buildout and water and sewer demand estimates; lowering the midcoast residential growth rate limit from 125 to 75 units per year; limiting residential uses in neighborhood commercial areas; updating zoning controls for El Granada's "Burnham Strip"; adding incentives for new midcoast affordable housing units; and limiting the amount of ground level impervious surfaces.
- Completed Phase III of the school insulation portion of the Country Club Park Aircraft Noise Insulation Program in February 2007. This has insulated 50 single-family dwelling units, four churches, and one private school near San Francisco International Airport.
- Facilitated the awarding of a \$300,000 federal grant to C/CAG to update the Airport and Land Use Compatibility Plan for the Environs of San Francisco International Airport. Long Range Planning Services staff will manage plan preparations.
- Made substantial progress on the El Camino Real Incentive Program to revitalize this corridor with more economically viable

land uses and to improve mobility. The program will encourage new and denser land use patterns that can reduce congestion and improve air quality throughout the county.

- Made substantial progress on the Housing Needs Assessment Project to determine how much housing will be needed in 2020 to accommodate county job growth.
- Began the North Fair Oaks Revitalization Study with a series of public workshops in which local residents will guide the county in making the community a better place to live, work and play. Key land use issues that are likely to be identified through this participatory process include housing deterioration and affordability, inadequate park and recreation facilities, insufficient parking areas, and the need to attract economic investment and development.
- Began collaborative efforts with the Department of Housing to implement key General Plan Housing Element policies.
- Began analyzing the conclusions and recommendations of the Mid-coast Groundwater Study (Phase II).

Story Behind Performance

The Long Range Planning Services Program strives to implement the County's Shared Visioning Commitments and Goals and to achieve high levels of customer satisfaction. In preparing the work program each year, staff determines whether potential projects implement commitments and goal. Each project is classified as to which commitment or goals it implements, if applicable and the amount of time spent on each project is monitored during the fiscal year. Additionally, projects with immediate deadlines are given higher priority than projects with less specified completion dates.

All projects are undertaken with extensive public participation that varies from project to project depending on the need for public involvement. For example, the Mid-coast LCP update project involved 21 community workshops, 15 Planning Commission meetings, and 11 Board of Supervisors hearings over a three and one-half year period.

Major challenges for the next two years will be:

- To produce quality land use policy projects with a limited staff. Key projects to be completed for this period include the North Fair Oaks Revitalization Study, Mid-coast Groundwater Study, Rural House Size Regulations, and El Camino Real Incentive Program.
- To readjust project priorities as needed without significant disruption of completing ongoing projects.
- To provide for increased public participation in the development of land use policy by conducting more workshops and public meetings. This can achieve high levels of community consensus and lead to the successful adoption of new policy.
- To review the existing County General Plan for compliance with State mandated planning requirements, recent developments in environmental protection requirements, contemporary developments in planning theory and best practices, and the preferred land use policy for the County, and begin a General Plan update.

- To determine how to make the County's Zoning Regulations more clear, simple, up-to-date, and effective; taking into account recent developments in planning and zoning theory, and begin a Zoning Code update.

Program Objectives

The Long Range Planning Services Program will meet performance targets by doing the following:

Ensuring that 100% of the Long Range Planning Projects and Programs Implement the County's Shared Vision 2010 Commitments and Goals

- Review and update the County's Zoning Regulations
- Complete the review of the County's General Plan and begin its update
- Increase communication with the Board of Supervisors about the status and priority of Long Range Planning projects

Maintaining an Overall Customer Satisfaction Rating of at Least 90%

- Improve efforts to distribute more surveys that evaluate Long Range Planning projects and activities by gaining better rate of survey returns
- Complete the following "in progress" Long Range Planning projects:
 - Housing Element Implementation Program
 - Mid-coast LCP Update Project
 - Mid-coast Groundwater Study
 - North Fair Oaks Revitalization Study
 - El Camino Real Incentive Program
 - Housing Needs Assessment Project
 - Rural House Size Regulations Project
 - Airport Land Use Plan Update

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of minor projects and programs in development (less than one year)	10	9	9	9	9
Number of major projects and programs in development (one year or more)	9	5	5	5	5
How Well We Do It (Quality)					
Percent of total hours spent on projects and programs that contribute to the following Shared Vision 2010 goals:					
- Increase housing supply, especially additions to affordable and transit oriented development housing supplies	7%	3%	19%	12%	12%
- Reduce traffic congestion	47%	37%	25%	9%	9%
- Preserve and enhance the natural environment and increase recreational opportunities	14%	8%	15%	28%	28%
- Enhance the built environment	9%	26%	29%	30%	30%
- Reduce airport noise	24%	26%	22%	21%	21%
Is Anyone Better Off? (Outcome)					
Percent of projects and programs that implement Shared Vision 2010 commitments and goals	100%	100%	100%	100%	100%
Percent of customer survey respondents rating services good or better	---	90%	90%	90%	90%

Long Range Planning Services (3830P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	5.0	8.0	8.0	8.0		8.0
Funded FTE	5.0	8.0	8.0	8.0		8.0
Total Requirements	1,048,983	1,264,718	2,011,418	1,668,886	(342,532)	1,708,414
Total Sources	488,575	519,547	968,648	595,154	(373,494)	595,154
Net County Cost	560,408	745,172	1,042,770	1,073,732	30,962	1,113,260
NCC Breakdown						
Mandated Services			198,126	204,009	5,883	211,519
Non-Mandated Services			844,644	869,723	25,079	901,741

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,073,732 or 64.3%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include updates of various regulations and a portion of in-house administrative service charges and centralized services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reduction in general liability insurance and in-house administrative services charges; a decrease in Fund Balance to offset expenses not covered by revenues and the General Fund; elimination of funding provided by the San Francisco Airport Commission and the Federal Aviation Administration to insulate eligible properties in the unincorporated Country Club Park area on project completion; and a decrease in reimbursement for staff time spent on performing work for City/County Association of Government (C/CAG) and the County's Department of Housing projects due to reassignment of work and reduction in scope.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(373,494)	(342,532)	0	0	30,962	0

2. Update of the County General Plan and Zoning Regulations

Funding is allocated to develop and execute a comprehensive work plan that identifies the resources needed for and initiates the review and update of the General Plan and Zoning Regulations. This project supports the performance target by ensuring that 100% of the Long Range Planning projects and programs implement the County's Shared Vision 2010 commitments and goals, including the provision of Responsive, Effective and Collaborative Government through effectively communicating and developing strategic approaches to issues affecting the entire County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	425,000	(425,000)	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(373,494)	82,468	(425,000)	0	30,962	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases, inclusion of merit increases; and increased funding from the General Fund to cover higher personnel costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	39,528	0	0	39,528	0

Development Review Services (3840P)

Program Locator

County

Community Services

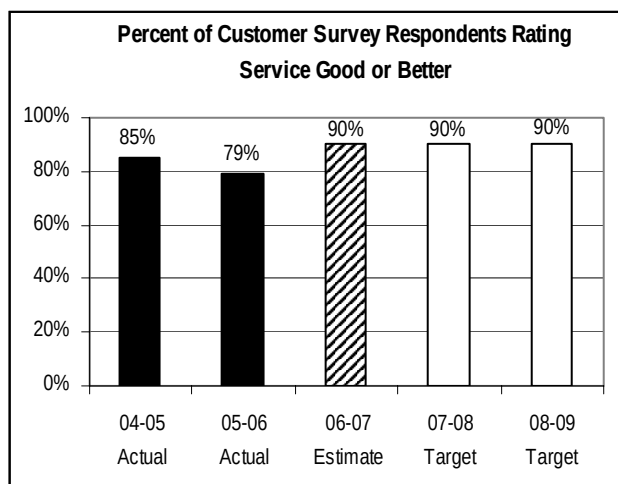
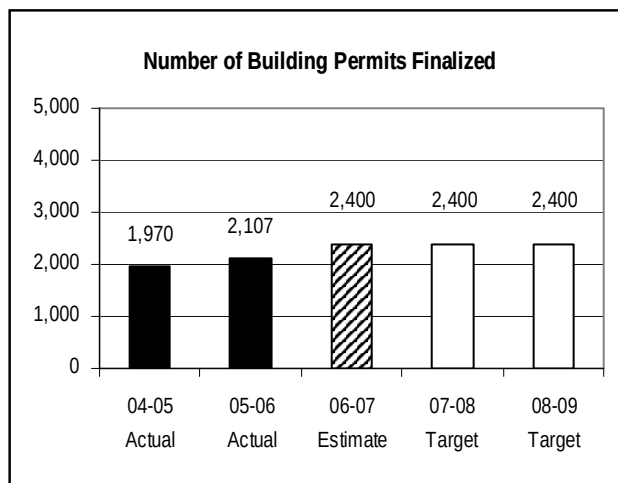
Planning and Building Department

Administration and Support

Long Range Planning Services

► **Development Review Services**

Headline Measures



Program Outcome Statement

The Development Review Services Program promotes sustainable land use and development, ensures environmental protection, and ensures quality construction to protect public safety and welfare by educating the public, and implementing and enforcing planning, environmental, and construction regulations in the unincorporated area of San Mateo County.

Services and Accomplishments

The Development Review Services Program, which consists of the Current Planning and Building Inspection Sections, primarily contributes to the Shared Vision 2010 commitment and goals to Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion by providing information and guidance regarding regulatory compliance and assistance to customers at the Development Review Services counter who are seeking planning and building permits.

The following were major accomplishments in the current year:

- Continued implementation of the department's first two phases of the June 2005 Board of Supervisors Task Force report recommendations including filling positions in Current Planning and Building Inspection to budgeted levels. Other results included extending the contract planner program and filling the plan checking position to reduce the Planning and Building permits backlog; divided responsibilities of the Design Review Officer between two planners to reduce the workload and expedite permit processing; expanded training program to include all new and existing Planning staff on a continual basis.
- Completed public service improvements: The newly redesigned department office space provided additional workstations for new staff and a new Americans with Disabilities Act compliant sit-down counter and customer assistance area in the Development Review Center. While relocated to a new temporary office building near the Government Center Campus during the remodel, the Development Review Center provided uninterrupted service to customers. Other results included reducing building plan checking review periods from approximately eight weeks to three weeks.
- Successfully had two substandard structures declared public nuisances, demolished and removed. The two structures were located at 606 Larchmont Drive in Broadmoor Village and 888 Ocean Boulevard in Moss Beach.
- Revised the Building Regulations allowing the Building Official to reduce or adjust the investigation fees for minor construction initiated or completed without a building permit.
- Provided educational materials to customers informing them of new Regional Water Quality Control Board (RWQCB) requirements decreasing the allowable impervious surface threshold from one-acre to 10,000 square feet for compliance with National Pollution Discharge Elimination System (NPDES) Provision C.3 requirements and revised an interdepartmental project and applicant checklist for compliance with mandated requirements for review during plan checking.

Story Behind Performance

The Development Review Services Program has continued to make implementing the Board of Supervisors June 2005 Planning and Building Task Force recommendations a top priority. The internal reorganizing of staff and the hiring of additional professional staff

and consultants has provided an overall improvement in the organization and customer service. The department will continue to meet or exceed the Countywide standard of 90% customer satisfaction in the coming fiscal year. Customer satisfaction is directly related to having adequate staffing and training new and existing staff. The ability to serve customers within 20 minutes or less has also improved with additional counter staff and the Building Permit Coordinator to oversee counter coverage during hours of operation.

In FY 2006-07, contracts with three planning consulting firms were increased based on the permit processing improvements and the reduction of backlogged planning applications. With the additional staffing, processing planning applications within four months to a public hearing continues to improve. In addition, the department continues to use an outside building plan-checking firm to supplement in-house plan checking, resulting in a reduction in turn around times for building permit plan checking. As new staff becomes fully trained, application processing is anticipated to continue to improve.

Also during the last fiscal year the Building Inspection section successfully accomplished the demolition and removal of two substandard structures that had become a public nuisance, 606 Larchmont Drive in Broadmoor Village and 888 Ocean Boulevard in Moss Beach. The former property was involved in a slope failure that occurred in April 2006 and the Board of Supervisors declared the structure a public nuisance. Demolition was successfully completed in early February 2007. The Moss Beach property was an old abandoned single family dwelling that due to obsolescence and neglect had become an unattractive nuisance. With the assistance of County Counsel, staff was able to successfully have the owner demolish the structure.

The Building Inspection section also revised the County Ordinance Code to allow the Building Official to reduce or adjust the investigation fees for minor construction initiated or completed without a permit. The previous regulations required that any work begun prior to obtaining a permit be subject to investigation fees in the amount of ten times the fee, plus the fee. The regulations did not provide any ability for the Building Official to adjust this amount to a more reasonable amount. Persons who were issued a Stop Work Notice could only appeal the investigation fees to the Board of Building Permit Appeals. This appeal required a filing fee of over \$500. The new regulations allow the Building Official to reduce or adjust fees based upon actual time spent processing the violations. This will result in the elimination of excessive investigation fees that were not justified by the action or construction that occurred.

Major challenges over the next two years will be:

- To complete processing of planning and building permits within shorter time frames
- To improve coordination and efficiency with other internal permitting agencies
- To recruit and maintain staff at budgeted levels

- To maintain an overall customer satisfaction rating of at least 90%
- To increase the number of customer cares survey responses
- To improve the express service customer assistance system for specific types of permits
- To improve reasonable review times for planning and building permits by outside agencies
- To reduce workloads to less than 40 cases per Planner
- To introduce online scheduling and canceling of building permit inspections by applicants

Program Objectives

The Development Review Services Program will meet performance targets by doing the following:

Achieve An Overall Customer Satisfaction Rating of at Least 90%

- Continue to develop and modify internal processes for adjusting the Development Review Center's counter staffing levels for counter service by utilizing the Building Permit Coordinator
- Work to improve the express service customer assistance process for simple building permit applications and picking up building permits ready for issuance by closely monitoring the sign-in sheet for these express type permits. When the full complement of a Building Permit Coordinator and four Building Permit Technicians are available at the counter, one of the five staff will target these express permits and process them ahead of the larger and more time-consuming permits
- Improve the online web-based building permit process using the Internet for simple building permits
- Ensure all new and existing staff participate in a continuous comprehensive training program
- Ensure staff are consistent in processing applications and providing information to the public and applicants

Issue 2.350 Building Permits and Improve Permit Processing

- Continue to update and improve policy manuals for the Current Planning and Building Inspection units
- Conduct internal permit processing reviews in order to develop methods for improvement
- Continue to update and improve the department's website, easy-to-understand brochures, handouts, and forms
- Continue with the expired permit notification program that advises permit holders that delinquent permits must be finalized
- Develop a revised and simplified staff report for Zoning Hearing Officer public hearings
- Implement the NPDES Operation and Maintenance program for permanent stormwater treatment measures

Maintain Staffing Levels and Provide Training to Both New and More Experienced Staff

- Ensure staffing is maintained by coordinating with the Human Resources Department to keep active recruitment lists
- Further improve the training program for enhancing employees' understanding of current and future regulations by conducting multi-unit staff meetings.

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of building permits issued	2,120	2,189	2,300	2,350	2,400
Number of customers seen at the Development Review Center	13,628	15,500	15,000	15,500	16,000
How Well We Do It (Quality)					
Percent of customers served at the Development Review Center within twenty minutes	73%	66%	80%	85%	90%
Percent of planning permits requiring a public hearing that are processed within four months	15%	24%	40%	45%	50%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	85%	79%	90%	90%	90%
Number of building permits finalized	1,970	2,107	2,400	2,400	2,400

Development Review Services (3840P)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	27.0	33.0	33.0	33.0		33.0
Funded FTE	26.9	33.0	33.0	32.8	(0.2)	32.8
Total Requirements	4,779,331	5,394,034	7,302,186	6,924,649	(377,537)	6,734,054
Total Sources	6,334,862	7,015,984	6,290,959	6,075,458	(215,501)	5,884,863
Net County Cost	(1,555,531)	(1,621,950)	1,011,227	849,191	(162,036)	849,191
NCC Breakdown						
Mandated Services			758,420	636,893	(121,527)	636,893
Non-Mandated Services			252,807	212,298	(40,509)	212,298

Program Net County Cost

The portion of this Program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$849,191 or 12.3%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include minor projects requested by the Board of Supervisors, Planning Commission and other agencies, special development projects, CEQA Handbook revisions, resource planning and Zoning Ordinance review.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in contract expenses; deletion of one-time equipment purchases; decrease in use of Fund Balance to cover operating expenses; reduction in in-house allocated costs due to completion of remodel project; and elimination for one-time funding for implementing recommendations made by the Planning and Building Task Force.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(215,501)	(404,101)	0	0	(188,600)	0

2. Addition of Assistant Building Inspection Manager

One vacant Building Inspector III position has been deleted and a new position of Assistant Building Inspection Manager position has been added. This position will allow for better distribution of management responsibilities within the section and will enable the Building Inspection Manager to develop a succession plan for the section and improve the quality and timeliness of customer service. This supports the Shared Vision 2010 commitment of Responsive, Effective and Collaborative Government with County employees understanding, supporting and integrating the County's Shared Vision and Goals into delivery of services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	26,564	0	0	26,564	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(215,501)	(377,537)	0	0	(162,036)	0

FY 2008-09 Program Funding Adjustments

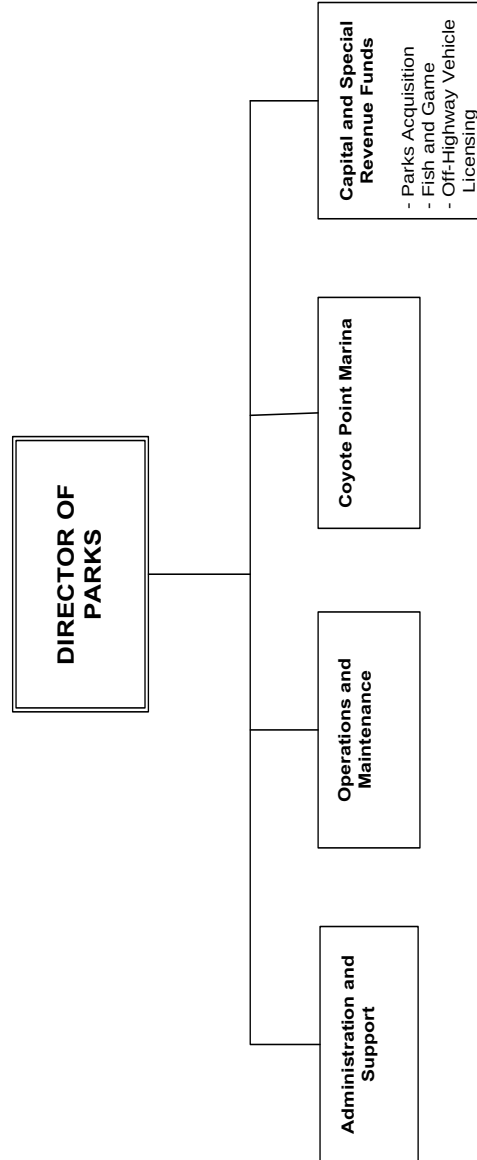
The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and reduction in one-time contract expenses and revenue.

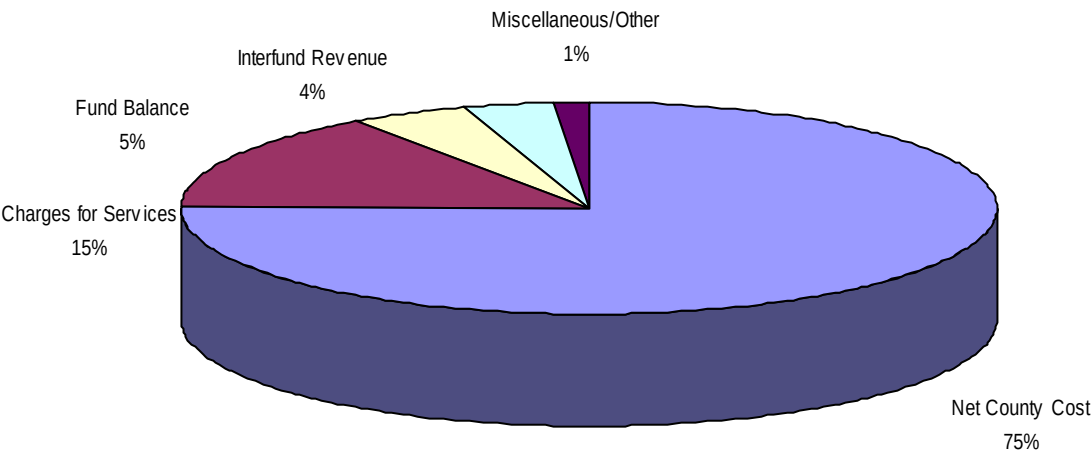
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(190,595)	(190,595)	0	0	0	0

PARKS DEPARTMENT

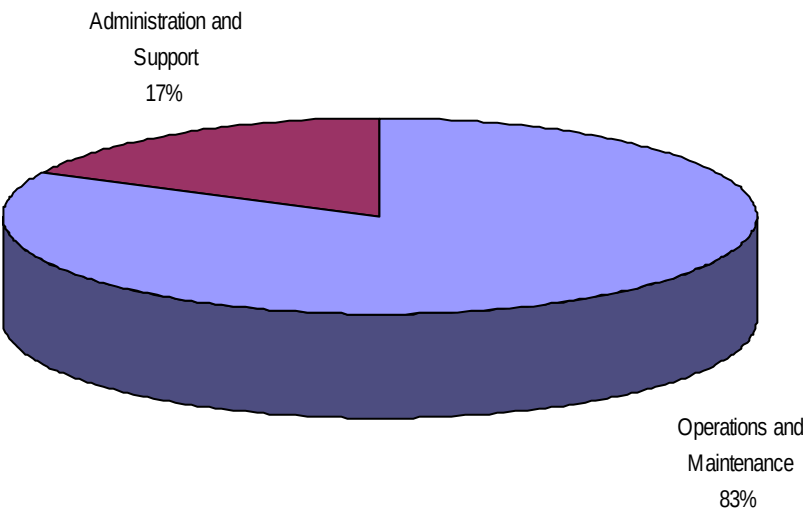


Parks Department

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Community Services

Office of Economic Development

Public Safety Communications

Fire Services

Local Agency Formation Commission

County Library

Planning and Building Department

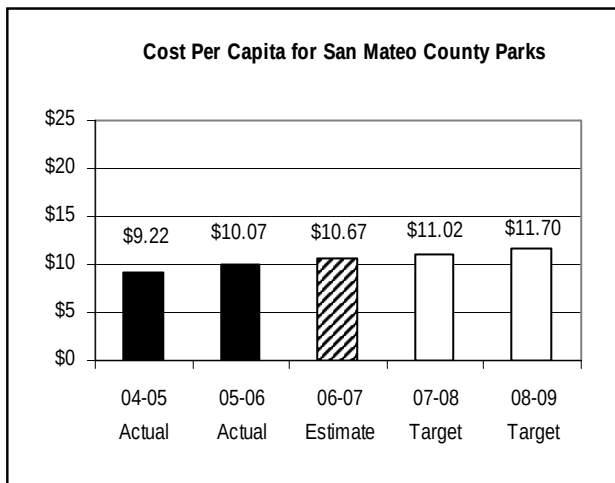
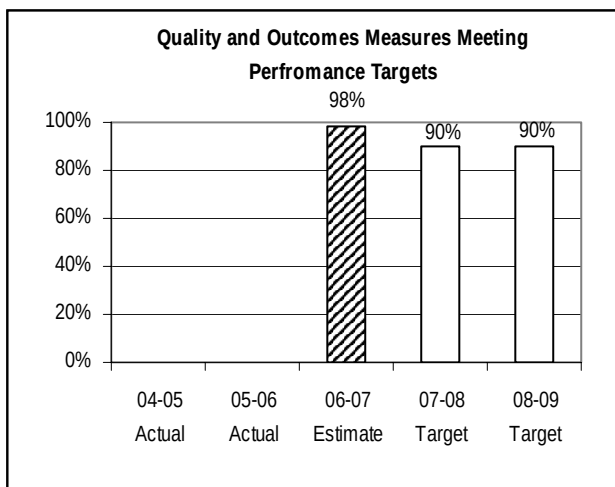


Parks Department

Department of Public Works

Department of Housing

Department Measures



Department Mission Statement

Through stewardship, the San Mateo County Parks Department preserves our County's natural and cultural treasures, and provides safe, accessible parks, recreation and learning opportunities to enhance the community's quality of life.

Contributions to Shared Vision 2010

(Fiscal Years 2000 – 2006)

PEOPLE

Realize the Potential of Our Diverse Population

- **High School Community Service**

The Volunteer Program encourages the community to become involved in public service and volunteerism by providing volunteer opportunities for environmental projects, school community service hours, and visitor services. The department increased community service hours opportunities for high school students in the areas of habitat restoration and facility maintenance.

- **Environmental Events**

The Department held community environmental events including Earth Day and Coastal Cleanup Day at various County parks.

Provide Equal Access to Educational Opportunity

- **Fitzgerald Marine Reserve Docent Program**

The Department provides informational and educational opportunities on the history, cultural resources, and natural resources of the County through docent tours, interpretative displays and signs, printed materials, and on-line information. Successfully completed the implementation and first year trial of the Fitzgerald Marine Reserve docent lead educational tour program with 420 school groups participating.

- **Accessible Facilities**

Completed accessibility improvements to 30 facilities including the Captain's House and San Bruno Mountain Park restrooms.

PLACE

Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- **Master planning efforts**

The Parks Department's master planning efforts for parks and facilities ensure protection of natural and cultural resources while considering community transportation and infrastructure needs. The department completed the draft master plans for Huddart/Wunderlich Park and Coyote Point Recreation Area and initiated the Mid-Coast Recreation Plan development and implementation process.

Preserve and Provide People Access to Our Natural Environment

- **Protecting natural and cultural resources**

The Parks Department's master planning and operational efforts ensure protection and enhancement of natural and cultural resources through community involvement and provides the opportunity for County residents to access 17 park sites and recreation facilities throughout the County. For rural and urban interfaces, the department completed the fuel load reduction project at Junipero Serra Park, completed Phase I at Wunderlich Park and began Phase I at San Bruno Mountain Park. The Sanchez Adobe Master Plan was completed to protect the cultural resource that is the Adobe.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **Community and Educational Groups**

The Parks Department partnered with schools and volunteer groups to provide service learning and environmental education opportunities for elementary, middle, and high school groups. Groups such as the Young Latino Leaders joined with the Department to create partnerships for environmental purpose.

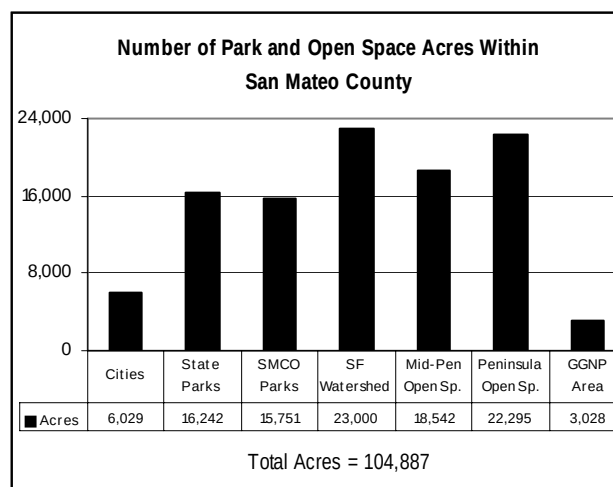
- **Friends, Commissions and a Foundation**

The Parks Department worked with the San Mateo County Parks Foundation in the development of the Edgewood Park and Preserve and the Fitzgerald Marine Reserve Visitor and Education Center concept plans. Work was completed with the Friends of San Pedro Valley volunteer group to get non-profit status and partnered with the San Mateo County Arts Commission to establish galleries in the County Government Center buildings.

- **A multi-agency effort**

The Parks Department sponsors and participates in multi-agency efforts that result in regional and cost effective approaches including regional trails, preservation of critical open space, resource protection programs and standards, and regional planning efforts. Parks partnered with San Mateo County Historical Association to complete the Sanchez Adobe master plan and apply for funding to implement the plan.

The Department also partnered with the State of California and local volunteers in the release and reintroduction of the endangered bay checkerspot butterfly at Edgewood Park and Preserve.



Major Accomplishments in FY 2006-07

Preserve and Provide People Access to Our Natural Environment

- Completed vegetation management and stormwater training for all staff
- Opened the rebuilt Hiking and Riding Segment of the Crystal Springs Regional Trail
- Completed 30 accessibility improvements for better access to park facilities
- Completed 26 major programs and capital projects budgeted at \$4,676,000
- Expanded high school community service hours program devoted to environmental projects in parks by four additional high schools
- Completed Sanchez Adobe Master Plan and submitted grant applications to implement the plan

Responsive, Effective and Collaborative Government

- Completed National Incident Management System training for all staff for disaster management and preparation
- With the Arts Commission, the Department launched a new website with the provider Artsopolis
- Opened the Rotunda Gallery in the lobby of 555 County Center displaying sculptures
- Opened the Community Gallery downstairs in the Hall of Justice, displaying a wide variety of youth art
- Contracted with the Peninsula Arts Council (formerly ARTshare) for curation services for the three County sponsored galleries

Major Issues to be Addressed

- **Staffing**—Succession planning, mentoring, and skills building training needed in response to significant staff turnover especially in management and supervisory levels
- **Funding Sources for Operations and Maintenance**—Identify and secure adequate funding for parks operation and maintenance needs after failure of Measure A sales tax initiative

- **Volunteer Issues**—Need to increase department's capacity to utilize volunteer resources to support department's operations and meet community expectations
- **Unfunded Mandates**—Funding for mandated, unfunded projects including the Mid Coast Recreation Master Plan, the Trails Master Plan, and the Castaways Restaurant building removal
- **Arts Promotion**—To promote and support the arts additional funding is needed to provide increased financial resources and staffing to the Arts Commission as it takes on an expanding role

Key Department Initiatives

1. Mid-Coast Recreational Plan

Major Issues to be addressed:

- Mid-coast area of San Mateo County has no neighborhood parks
- Mid-coast has no city type recreational facilities such as ball fields and a recreation center
- Mid-coast area has no recreation programs such as classes, adult learning opportunities, and local organized recreation activities

Alignment to Shared Vision:

- Preserve and Provide People Access to Our Natural Environment

Goal:

- To prepare and implement a plan that will provide local city type recreational programs, facilities and services to the mid-coast area of San Mateo County including the communities of El Granada, Princeton, Miramar, Montara and Moss Beach

Objectives:

- Community will have an adequate number and type of recreation facilities such as playing fields and neighborhood parks to meet residents needs of residents
- Recreational programs will be provided to meet learning, health-related, social, and recreational needs of the communities
- Residents will have a recreation center that will hold events, classes, sporting events, and other activities for local residents

Major milestones:

- Conduct special focus group meetings
- Conduct public meetings with the community to assess community needs and priorities
- Develop comprehensive recreational master plan including implementation plan, funding mechanisms, and governing body structure
- Conduct an Environmental Impact Review
- Implement the plan under the adopted funding and governance mechanisms

Partners:

- Department of Public Works
- MidCoast Community Council

FY 2007-08 Budget Impact:

One-time funding for the Mid-coast Master Plan in the amount of \$75,000 has been included in the FY 2007-08 budget.

2. Trails Master Plan Update

Major Issues to be addressed:

- Lack of trails available for mountain bike enthusiasts
- Lack of trails connecting east-west to major north-south trails (Bay, Ridge, Coastal, and Crystal Springs Trails)
- Trails between jurisdictions are not linked, nor have cooperative management agreements

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- To prepare and implement an updated plan that will provide multi-agency coordination of trails and trail development throughout the peninsula
- To identify, design and implement a more robust mountain bike trail network

Objectives:

- To establish a Blue Ribbon advisory committee to support trails planning
- Prepare and implement an updated Trails Master Plan

Major milestones:

- Establish the Blue Ribbon Trails Advisory Committee
- Conduct committee meetings
- Conduct public meetings
- Develop updated, comprehensive trails master plan including implementation plan and funding mechanisms
- Conduct an Environmental Impact Review
- Implement the plan

Partners:

- Department of Public Works
- Equestrian Trail Riders Action Committee (ETRAC)
- Volunteer Horse Patrol (VHP)
- Responsible Organization Mountain Pedalers (ROMP)
- Golden Gate National Recreation Area, Midpeninsula Regional Open Space District (MROSD), California State Parks
- City-based recreation departments in San Mateo County

FY 2007-08 Budget Impact:

Trail projects typically receive funding from various government entities, which permit overhead and administration costs to be charged directly to the grant.

Other Significant Objectives by Program

The Parks Department includes the following programs:

- Administrative and Support Services
- Operations and Maintenance

The following program priorities will contribute to department success (additional program-level priorities are included in individual Program Plans):

Administrative and Support Services Division

- Implement new reservations program that will allow on-line facility reservations for better customer access and service
- Secure alternative funding through grants and donations to leverage Parks funds at a ratio of 4:1 or greater for replacement and repair of deteriorated infrastructure
- Continue master planning efforts for various parks and facilities to meet public need and environmental requirements
- Implement GIS to manage natural resources, facility maintenance, and jurisdictional boundaries
- Manage and complete department capital projects and programs

Operations and Maintenance Division

- Continue Americans with Disabilities Act modifications and improvements
- Continue fuel load reduction efforts at urban and rural parks to reduce fire danger
- Implement Vegetation Management Plan including removal of invasive species and best forest management practices
- Enhance Volunteer Program by fostering development of new friends groups
- Develop updated Park Maintenance Plans for each park

Parks Department (3900B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	7,419	7,295	6,000	6,000		6,000
Use of Money and Property	89,509	91,775	87,061	80,872	(6,189)	85,872
Charges for Services	1,129,897	1,164,654	1,266,776	1,250,633	(16,143)	1,252,633
Interfund Revenue	136,334	191,822	288,867	304,867	16,000	324,867
Miscellaneous Revenue	67,645	86,460	28,970	28,970		28,970
Total Revenue	1,430,802	1,542,007	1,677,674	1,671,342	(6,332)	1,698,342
Fund Balance	448,084	363,794	283,128	412,497	129,369	438,088
TOTAL SOURCES	1,878,886	1,905,801	1,960,802	2,083,839	123,037	2,136,430
REQUIREMENTS						
Salaries and Benefits	5,002,929	5,373,446	5,974,539	6,338,285	363,746	6,579,930
Services and Supplies	828,974	942,147	899,846	987,512	87,666	1,010,512
Other Charges	807,809	1,017,593	957,958	983,026	25,068	1,003,617
Fixed Assets	31,330	8,557		20,000	20,000	20,000
Other Financing Uses			50,000	50,000		
Gross Appropriations	6,671,043	7,341,744	7,882,343	8,378,823	496,480	8,614,059
Intrafund Transfers			(54,997)	(239,997)	(185,000)	(114,997)
Net Appropriations	6,671,043	7,341,744	7,827,346	8,138,826	311,480	8,499,062
Contingencies/Dept Reserves	138,031	150,031	152,060	312,060	160,000	241,060
TOTAL REQUIREMENTS	6,809,074	7,491,775	7,979,406	8,450,886	471,480	8,740,122
NET COUNTY COST	4,930,187	5,585,974	6,018,604	6,367,047	348,443	6,603,692
AUTHORIZED POSITIONS						
Salary Resolution	55.0	55.0	56.0	56.0		56.0
Funded FTE	54.8	54.8	55.9	56.0	0.1	56.0

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$123,037 or 6.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Use of Money and Property

There is a decrease of \$6,189 in this funding source due to a reduction to County Land and Building Rentals for rent on land on Sweeny Ridge, which is no longer needed as a result of from the transition to the County's trunked radio system.

Charges for Services

There is a net decrease of \$16,143 in this funding source primarily due to adjustments in projected revenues for park entry fees offset by minor increases to reservation fees and other park and recreation fees.

Interfund Revenue

There is an increase of \$16,000 in this funding source due to increased reimbursements from other departments, which will be used to offset projected reimbursable departmental expenses.

Fund Balance

There is an increase of \$129,369 in this funding source due to funding appropriated for capital projects.

TOTAL REQUIREMENTS

Total Requirements increased by \$471,480 or 5.9% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$363,746 in this expenditure category due to negotiated labor increases, merit increases and various benefit adjustments.

Services and Supplies

There is a net increase of \$87,666 in this expenditure category due to anticipated cost of living vendor increases for other special department expenses.

Other Charges

There is an increase of \$25,068 in this expenditure category due to known increases in service charges.

Fixed Assets

There is an increase of \$20,000 in this expenditure category due to projected budgeted purchases of fixed assets.

Intrafund Transfers

There is a decrease of \$185,000 in this expenditure category due to negative appropriations being provided and budgeted for one-time funding parks projects.

Contingencies/Departmental Reserves

There is an increase of \$160,000 in this expenditure category. The balance in Reserves \$312,060 represents 3.8% of Net Appropriations, which exceeds the County's 2% reserves policy requirement.

NET COUNTY COST

There is an increase of \$348,443 or 5.8% in this Department's General Fund allocation primarily due to negotiated labor increases, merit increases and various benefit adjustments offset by adjustments for Services and Supplies, Fixed Assets, Intrafund Transfers and Departmental Reserves.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources increased by \$52,591 or 2.5% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Use of Money and Property

There is an increase of \$5,000 in this funding source due to interest earned on Reserves.

Charges for Services

There is a net increase of \$2,000 in this funding source due to projected increases in park fees and other park revenue resulting from the Parks marketing campaign in FY 2007-08 as well as cost of living increases for park ranger residences.

Interfund Revenue

There is an increase of \$20,000 in this funding source due to projected increases in park fees and other park revenue resulting from the Parks marketing campaign in FY 2007-08.

Fund Balance

There is an increase of \$25,591 in this funding source due to funding appropriated for capital projects.

TOTAL REQUIREMENTS

Total Requirements increased by \$289,236 or 3.4% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$241,645 in this expenditure category due to negotiated labor increases, merit increases and various benefit adjustments.

Services and Supplies

There is an increase of \$23,000 in this expenditure category due to anticipated cost of living vendor increases for other special department expenses in FY 2007-08.

Other Charges

There is an increase of \$20,591 in this expenditure category due to anticipated increases in service charges from other departments.

Other Financing Uses

There is a decrease of \$50,000 in this expenditure category due to the reversal of a one-time appropriation for a park master plan.

Intrafund Transfers

There is an increase of \$125,000 in this expenditure category to reverse one-time funding adjustments for special projects.

Contingencies/Departmental Reserves

There is a decrease of \$71,000 in this expenditure category due to one-time fixed asset purchases. The balance in Reserves represents 4% of Net Appropriations, which exceeds the County's 2% reserves policy requirement.

NET COUNTY COST

There is an increase of \$236,645 or 3.7% in this Department's General Fund allocation primarily due to negotiated labor increases, merit increases and various benefit adjustments.

Administration and Support (3910P)

Program Locator

County

Community Services

Parks Department

➤ Administration and Support

Operations and Maintenance

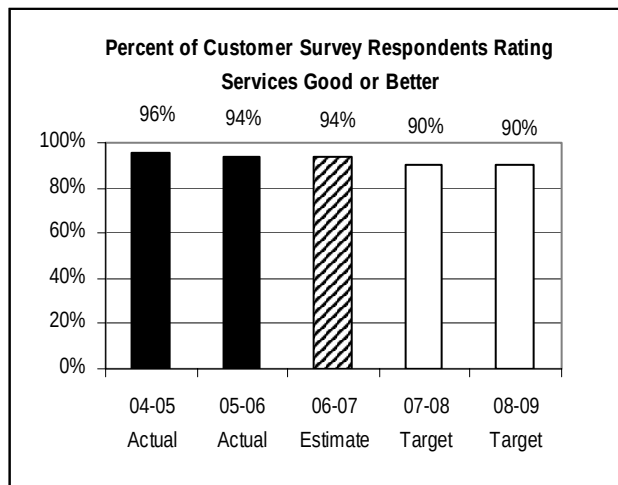
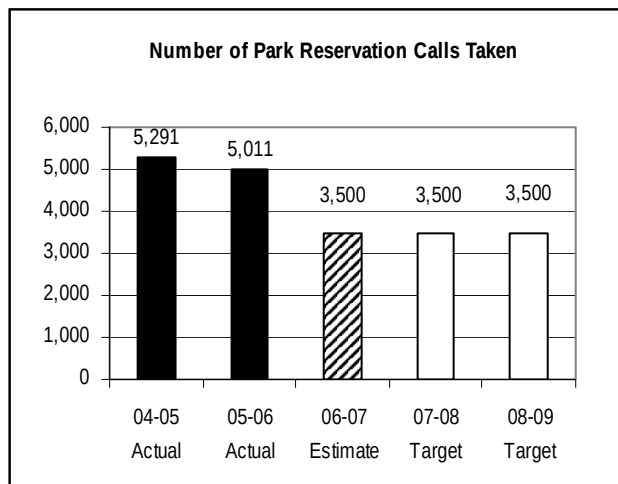
Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

Coyote Point Marina

Headline Measures



Program Outcome Statement

Administration and Support provides overall management, policy and priority setting, community outreach, procedural guidance, best management practices development, business systems support, informational materials, and fiscal and administrative services to Division staff to ensure environmental stewardship, effective and efficient use of resources, continuity, direction and leadership to achieve Division goals.

Services and Accomplishments

The Administration and Support Services Program primarily contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by providing management and administrative support for the Parks and Recreation Division and oversight of the Fish and Game Fund, Off-Highway Vehicle License Fees Fund, and the Parks Acquisition, Conservation and Development Fund. Staff develops policies and procedures, provide fiscal and administrative support including payroll, personnel, concessionaire management, Marina berth rental billing, special event permitting, and complete over 3,000 park facility reservations annually. Administrative support for the Parks and Recreation Commission, the Arts Commission, and the San Bruno Mountain Habitat Conservation Plan is provided.

The following were major accomplishments in the prior year:

- Completed recruitment for four vacant ranger and staff positions
- Updated Parks website and added additional information such as trail details and no smoking ordinance information
- Upgraded automated business systems and implemented Automated Time Keeping System (ATKS) for all work locations
- Updated the Four-Year Capital Projects Plan for funded programs and projects for the Parks system
- Restructured management level positions for more efficient operations, enhanced service delivery, expanded project management, and better grants management
- Acquired and integrated 108.7 acres of additional land parcels at San Bruno Mountain into the Parks system
- Completed first phase of grant funded horse eradication on San Bruno Mountain and Colma Creek
- Participated in a Countywide Pandemic Flu Program
- Completed draft Huddart/Wunderlich Park and Coyote Point Recreation Area Master Plans
- Trained field staff on Decision Making Guidelines for Vegetation Management for Parks Department
- Completed Sanchez Adobe Master Plan and Environmental Review
- Managed \$24,000,000 in outside on-going grants from a variety of sources: Proposition 12, Proposition 40, County Park Foundation, Command Oil Spill, Bay Bridge Salmonid Restoration, CA Department of Fish and Game, US Fish and Wildlife Service, State Water Resources Control Board, Coastal

Conservancy, South San Francisco Redevelopment, City of San Mateo Redevelopment, Land Conservation Water Fund

Story Behind Performance

A major challenge facing the Parks Department in FY 2006-07 was staffing, including filling two key positions. A new Financial Services Manager and Administrative Services Manager joined the department and several supervisory and support level ranger positions were also filled throughout the year. Ensuring proper management of fiscal operations, grants management, and customer service delivery during these transitions has been a priority. The Department's extra help recruitment and hiring process underwent a major change that included implementation of on-line applications and new recruitment materials. In addition, training and skills development for staff was coordinated in the areas of general orientation, law enforcement, CPR, policies, trades skills, public protection, interpretive skills, vegetation management, and customer service.

Planning for the future of parks is a focus for the program. Park planning involves the development of specific project design plans and specifications, CEQA compliance, external agency permit compliance, and Master Planning for specific parks depending on outside grant funding for various phases of a project. The San Bruno Mountain Habitat Conservation Plan Amendment and subsequent Environmental Impact Report (EIR) were begun and will be completed in the next year, which will include completion of the updated San Bruno Mountain Master Plan. The Sanchez Adobe Master Plan was also completed this year and grant funding is being sought to implement the plan. Following completion of the Guidelines for Vegetation Management last year, all field staff were trained this year on the plan and a number of pilot vegetation management projects will be initiated in FY 2007-08. Two performance measures track planning activity. Both measures, the number of planning workshops held and the number of planning workshops completed, are driven by the timing of all planning projects. The number of planning workshops this fiscal year is higher than prior years due to public workshops associated with the San Bruno Mountain HCP amendment, Mid-Coast Recreation Plan, and the Huddart/Wunderlich Park Master Plan, but is expected to level back in subsequent years.

As of FY 2006-07, a new performance measure, ratio of grants applied for compared to the grants received is being tracked. This measure will replace the percent of grant applications that result in funding. The new measure allows for the portrayal of the number of grants applied for in a given year. The Parks Foundation supports the Department by providing unrestricted and restricted private funds for projects and programs. The major restricting factor in obtaining grant funds is the lack of adequate staffing to manage and execute grant-funded projects. To address this issue, staff completed a Four-Year Capital Projects Plan to prioritize necessary projects. Additionally, staff is working with various external local agencies to develop regional approaches to manage park resources for the peninsula.

Administration staff also provides support to the Arts Commission. The Commission is in the second year of its action plan. A new web site has been created and the Commission is continuing to curate art showings at several County building locations, and building a countered network for promoting the arts. The Commission is actively looking at other successful arts councils and organizations to extrapolate new ways to collaborate, partner with nonprofit and raise funds. The Commission is a strong advocate for arts education and will provide funding and support for programs in FY 2006-07. The Commission is looking at collaborative possibilities for public art with public art being defined as art that involves the community. The Arts Commission is developing a role as a facilitator in connecting artists, non-profits, and agencies seeking art.

Major challenges over the next two years will be:

- To retain and train new employees
- Implement a successful succession planning and monitoring program for all organizational levels
- To sufficiently staff for grant and project management given limited resources
- To better leverage General Fund dollars through supporting long-term funding solutions such as the Parks for the Future Committee
- To continue automation upgrades such as implementation of an on-line park reservations system and GIS resource facility management
- To continue to work with the Arts Commission and County Arts Partner to develop innovative strategies for coordinating art services for the County
- To plan and manage park development and park resources in an increasingly regulatory and urban environment
- To collaborate with agencies on regional park planning issues such as completing key trail linkages and the Bay Water Trail

Program Objectives

The Parks Administration and Support Program will meet performance targets by doing the following:

Ensure That at Least 3,500 Park Reservation Calls Are Taken

- Provide cross-training and staffing to meet demand of phone reservations, which is particularly busy during the spring and summer months
- Encourage the public to use the reservations system through contacts with field staff
- Move to an on-line reservations system

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Enhance existing printed materials, including continued processing of revised brochures
- Investigate the possibility of an internal computerized sign machine to satisfy the demand for additional parks signage as identified in customer survey responses
- Continue to actively promote the return of completed customer satisfaction surveys, with the goal of returning surveys from 500 park users and 15% of park reservation users

- Continue to expand public involvement in planning and project development efforts for park issues through actively inviting the public to planning workshops on planning projects
- Provide customer service training through the Human Resources Department to parks reservation staff and other administrative staff

Improve Planning and Environmental Stewardship by Completing a Minimum of 16 Planning Projects

- Complete revised Coyote Point Master Plan and Environmental Impact Report
- Provide staff training on environmental stewardship and provide on-going training on resource management
- Complete Mid-Coast Recreation Plan
- Complete Huddart/Wunderlich Park Master Plan and Environmental Impact Report
- Complete demolition of Castaways Restaurant
- Complete Seal Cove Access Stairway Design Plans for Fitzgerald Marine Reserve
- Complete San Bruno Mountain Habitat Conservation Plan Amendment and Environmental Review
- Host a variety of public planning workshops to seek public input on master planning projects
- Hold 20 planning workshops over the course of the fiscal year to achieve community consensus on proposed parks improvements such as trail improvements, playgrounds and interpretive centers

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of park reservation calls taken	5,291	5,011	3,500	3,500	3,600
Number of special events processed	78	87	80	80	80
How Well We Do It (Quality)					
Number of planning workshops held	27	10	20	20	20
Percent of grants applications that result in funding	---	---	100%	53%	53%
Is Anyone Better Off? (Outcome)					
Planning projects completed	9	9	18	10	10
Percent of customer survey respondents rating services good or better	96%	94%	94%	90%	90%

Administration and Support (3910P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	5.0	5.0	7.0	7.0		7.0
Funded FTE	5.0	5.0	6.7	7.0	0.3	7.0
Total Requirements	865,256	1,064,620	1,275,800	1,468,135	192,335	1,534,452
Total Sources	288,695	292,549	475,667	621,036	145,369	663,627
Net County Cost	576,561	772,071	800,133	847,099	46,966	870,825
NCC Breakdown						
Non-Mandated Services			800,133	847,099	46,966	870,825

Program Net County Cost

The portion of this Program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$847,099 or 58%, of which \$847,099 or 100% is discretionary. This discretionary amount includes the following Non-Mandated Services: management of the Parks Operations and Maintenance Program; oversight of grants management; general administrative support for the Parks Department; oversight of park reservations; and performance of fiscal services for the Parks Department.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated salary and benefit increases; increase in extra-help costs; increase in workers' compensation costs; minor adjustments to operating costs; minor adjustments to reimbursement revenue from special funds such as the Coyote Point Marina for staff time; an increase in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
145,369	157,335	(125,000)	160,000	46,966	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated salary and benefits costs; elimination of FY 2007-08 Intrafund Transfer; reduction in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
42,951	12,317	125,000	(71,000)	23,726	0

Operations and Maintenance (3930P)

Program Locator

County

Community Services

Parks Department

Administration and Support

► **Operations and Maintenance**

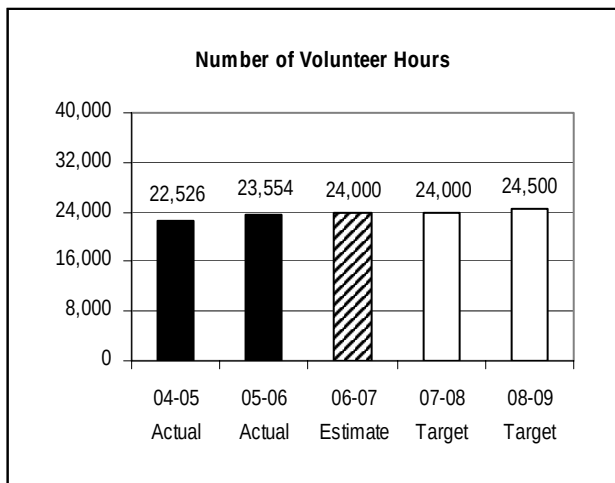
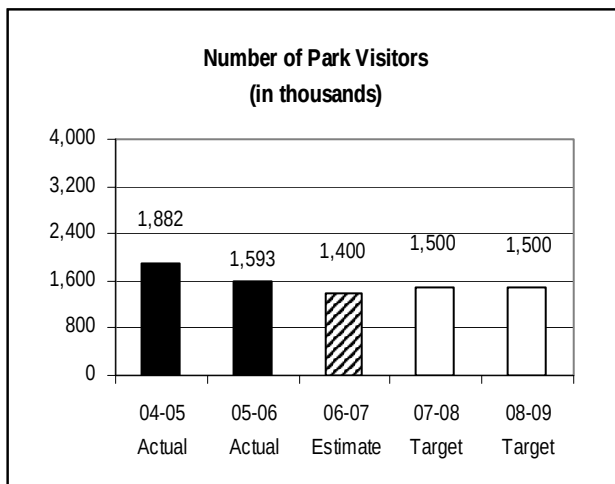
Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

Coyote Point Marina

Headline Measures



Program Outcome Statement

Through the Operations and Maintenance Program, current and future generations of people with diverse interests and abilities are provided with the opportunity to access open and green spaces in which natural resources are managed and preserved and to use safe, well-maintained park facilities that support their recreational, educational and quality of life needs.

Services and Accomplishments

The Operations and Maintenance Program primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access To Our Natural Environment by providing recreational opportunities while protecting, preserving and enhancing the varied resources of the parks system. This includes interpretation, facility maintenance, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, volunteer programs, and medical, fire and law enforcement responses.

The following are major accomplishments in the current year:

- Completion of access and landscaping improvements for the Magic Mountain playground at Coyote Point Park
- Promoted environmental stewardship by partnering with various volunteer groups, such as the Young Latino Leaders California Coastal Clean-up Day at Fitzgerald Marina Reserve
- Installed two new water tanks at Jack Brook Horsecamp in Memorial Park
- Completed various FEMA storm damage repair projects
- Successfully completed first year of docent lead tours at Fitzgerald Marine Reserve with 420 school group tours
- Worked with the Friends of San Pedro Park to establish non-profit status for the group
- Completed Phase II of Captain's House improvements including new accessible exterior deck and new roof
- Completed the first butterfly release at Edgewood Park to re-establish the Bay Checkerspot Butterfly population
- Began fuel load reduction project on San Bruno Mountain
- Completed Tarwater and Pomponio Trail Sediment Reduction Project
- Opened the rebuilt Hiking and Riding Segment of the Crystal Springs Regional Trail
- Installed new interpretative signage at Fitzgerald Marine Reserve
- Completed first phases of fuel reduction program at Wunderlich Park and Junipero Serra Park
- Completed Vegetation Management training for all staff
- Completed Disaster Preparedness and National Incident Management (NIMS) training for all staff

Story Behind Performance

Operations and Maintenance staff have developed a strategy of managing limited resources by focusing on the essential functions necessary to keep parks running (primarily health and safety) and focusing on the facilities with the highest number of users. Parks administrative staff has been working with the Parks for the Future Committee on the possibilities for long-term funding for the parks system. Staff created a Four-Year Capital Projects plan totaling \$33 million in FY 2005-06 to prioritize funded parks capital projects and programs. From this list of 125 funded projects, 26 were completed and another 28 are underway. Six new projects have been added in FY 2006-07. There is \$93 million in identified unfunded capital project needs throughout the parks system. Operations and Maintenance staff will focus on implementing projects the management of capital projects addressed in the plan as they are completed. For the remaining unfunded needs, staff will perform maintenance and repair where possible to keep facilities and areas safe and serviceable.

In the coming years, the Volunteer Program will be engaged in a newer and broader effort to develop environmental stewardship programs with community organizations and local high schools. In 2007, approximately 200 students from Carlmont High School, in Belmont took part in, for the sixth year in a row, an invasive plant removal project at Edgewood County Park and Natural Preserve. This volunteer effort is an environmental stewardship program that has received continuing endorsement and support from the California Native Plant Society since its inception. This effort has become a model for other schools to follow and has resulted with more participation from Sequoia High School, in Redwood City, Notre Dame High School in Belmont, Jefferson High School in Daly City, Menlo Atherton High School in Atherton. Other organizations that have increased involvement include the Young Latino Leaders from the North Fair Oaks community.

Since reaching an all-time high in FY 2003-04, volunteer hours have diminished to between 23,000 and 28,000 hours per year. However, the value of the program is also measured by the quality and growth of partnerships with local schools and community organizations. Budget reductions have reduced the number of staff hours available for coordinating and training volunteers. The continuing major effort will be to sustain and enrich existing volunteer efforts as more resources are used for developing stewardship programs via community organizations. Volunteer recognition, volunteer training and community outreach efforts will continue to be of tremendous value in the parks program. The absence and loss of all extra-help that generally assisted with volunteer projects also accounts for a small reduction in volunteer hours and to engage community awareness and involvement through recognized national and statewide events such as Earth Day, California Coastal Clean-up Day and Statewide Trails Day.

The performance measure for the number of acres treated applies to ongoing, frequently multiple-year, treatment of areas to reduce or eliminate exotic weeds. The Parks Department has increased its ongoing efforts to eradicate exotic flammable vegetation such as

eucalyptus in order to reduce fire hazards within and around the perimeter of its parks such as Junipero Serra and Wunderlich. There has been ongoing mowing of the serpentine grasslands at Edgewood Park to control yellow star thistle. There has been habitat enhancement of the bluffs at Fitzgerald, with planting of natives, and control of exotic ivies. There has been mowing of the bluff at Mirada Surf West to control Bristly ox-tongue. The San Bruno Mountain Habitat Conservation Plan funds the extensive treatment of many acres for exotic vegetation control and habitat enhancement for several Federally listed endangered species of butterflies. Two State Park Proposition 12 grants are funding gorse eradication and restoration of the Colma Creek headwaters by eradicating eucalyptus, ivies and non-native blackberry on State Park lands on San Bruno Mountain. The restoration of Cordilleras Creek through exotics removal and re-establishment of a native riparian corridor has taken place as part of the bridge and parking lot improvements for a new Interpretive Center at Edgewood. A major goal of the Department has been the completion of Decision Making Guidelines for Vegetation Management, which will ensure consistent standards are implemented across the Department, goals are clearly defined per park throughout the year, and specific projects are prioritized, which will enable implementation through available Proposition 40 funds. The number of acres treated is dependent upon available funding and staff resources; the Decision Making Guidelines will define the priorities for vegetation management in the future.

Major challenges over the next two years will be:

- Increased user conflicts throughout the parks system, such as between equestrians and cyclists
- Challenging demographic and population trends affecting the number of park visitors, the number of volunteers available, the types of visitor services needed and expected
- Creating partnerships with other land-management agencies to create a more regional approach to sharing resources
- Managing the various demands on limited resources such as staff time and equipment
- Growing the volunteer program to support parks resource needs and meet community needs

Program Objectives

The Parks and Recreation Operations and Maintenance Program will meet performance targets by doing the following:

Maintain Park Attendance at 2,050,000 Annually

- Continue to maintain parks in a safe, sanitary and attractive manner within budget limitations
- Complete improvements such as Captain's House ADA Phase II, Crystal Springs Trail – South of Dam, Museum re-roofing, wash down racks, Meadowview Playground
- Provide emergency response and maintenance skills training to field staff
- Begin a marketing campaign to attract visitors to the park system

- Encourage the use of parks for special events through consistent follow-up with special event users to encourage repeat use of parks facilities

Increase Volunteer Hours to 24,000 Hours Annually

- Continue partnership with and promotion of Friends' groups and other support group organizations with docent-led tours for school children to help maintain trails and native plant restoration
- Continue involvement with volunteers from educational institutions with service learning programs, such as students from local high schools who volunteer to weed and provide other services in parks
- Promote volunteer opportunities and programs through media resources and cost free advertising such as event listings in local newspapers
- Identify and forge new partnerships such as area schools that may provide a number of volunteer hours over a longer period of time

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Maintain basic levels of service such as restroom cleaning and garbage cleanup, despite service level reductions, in an order prioritized by those parks and facilities with higher usage
- Respond to issues raised in customer service surveys
- Update parks policies and procedures to ensure all staff have the most up to date knowledge; continue to clearly express information to visitors
- Ensure that at least 500 customer satisfaction surveys are completed and returned through special mailings to reservations users and ranger and park aide surveying efforts on selected random days to measure success

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimated	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of visitors	1,882,864	1,592,560	1,400,000	1,500,000	1,500,000
Number of volunteer hours	22,526	23,554	24,000	24,000	24,500
How Well We Do It (Quality)					
Number of sensitive habitat acres treated	520	522	650	650	700
Tons of materials recycled	850	832	800	800	840
Is Anyone Better Off? (Outcome)					
Number of collaborative projects completed	21	136	90	90	95
Number of ADA improvements	42	22	30	30	30
Percent of customer survey respondents rating service and facilities good or better ⁽¹⁾	96%	95%	95%	90%	90%

Operations and Maintenance (3930P)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	50.0	50.0	49.0	49.0		49.0
Funded FTE	49.8	49.8	49.2	49.0	(0.2)	49.0
Total Requirements	5,943,818	6,427,155	6,703,606	6,982,751	279,145	7,205,670
Total Sources	1,590,191	1,613,252	1,485,135	1,462,803	(22,332)	1,472,803
Net County Cost	4,353,627	4,813,903	5,218,471	5,519,948	301,477	5,732,867
NCC Breakdown						
Non-Mandated Services			5,218,471	5,519,948	301,477	5,732,867

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,519,948 or 79%, of which \$5,519,948 or 100% includes the following Non-Mandated Services: facility maintenance, visitor services, interpretation, habitat management and restoration, trail maintenance and construction, landscaping, vegetation management, and medical, fire and law enforcement response for all County Parks.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; a reduction in revenues due to anticipated decrease in revenue from park entry and rental fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(22,332)	279,145	0	0	301,477	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. **Adjustments to Provide Current Level of Services**

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and minor revenue increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,000	222,919	0	0	212,919	0

Fish and Game (3950B)

Program Locator

County

Community Services

Parks Department

Administration and Support

Operations and Maintenance

▷ Fish and Game

Off-Highway Vehicle License Fees

Parks Acquisition and Development

Coyote Point Marina

offset to fund on-going Fish and Game projects of feral pig control and Memorial Park Interpretive Program support.

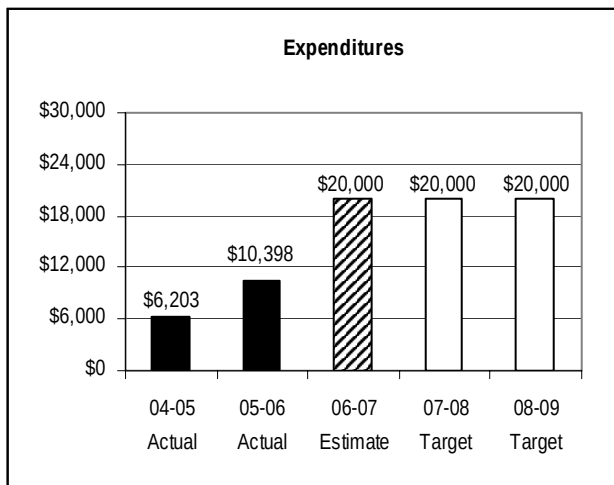
Revenue/Sources	(11,500)
Appropriations	0
Intrafund Transfers	0
Reserves	(11,500)
Net County Cost	0
Positions	0

Budget Unit Description

The Fish and Game Propagation Fund is used for the propagation and conservation of fish and wildlife, and related environmental education programs within and/or outside the County.

FY 2008-09 Funding Adjustments

No change.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from fines collected for violations of the California Fish and Game Code in San Mateo County.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: an reduction in revenue collected through assessed fines; reduction in Reserves to

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	8,433	5,255	4,500	5,500	1,000	5,500
Use of Money and Property	2,396	2,963	2,000	3,000	1,000	3,000
Total Revenue	10,830	8,217	6,500	8,500	2,000	8,500
Fund Balance	77,863	82,489	80,309	66,809	(13,500)	66,809
TOTAL SOURCES	88,693	90,706	86,809	75,309	(11,500)	75,309
REQUIREMENTS						
Services and Supplies	6,203	10,398	20,000	20,000		20,000
Net Appropriations	6,203	10,398	20,000	20,000		20,000
Contingencies/Dept Reserves				(11,500)	(11,500)	(11,500)
Non-General Fund Reserves	82,489	80,309	66,809	66,809		66,809
TOTAL REQUIREMENTS	88,692	90,707	86,809	75,309	(11,500)	75,309

Off-Highway Vehicle License Fees (3960B)

Program Locator

County

Community Services

Parks Department

Administration and Support

Operations and Maintenance

Fish and Game

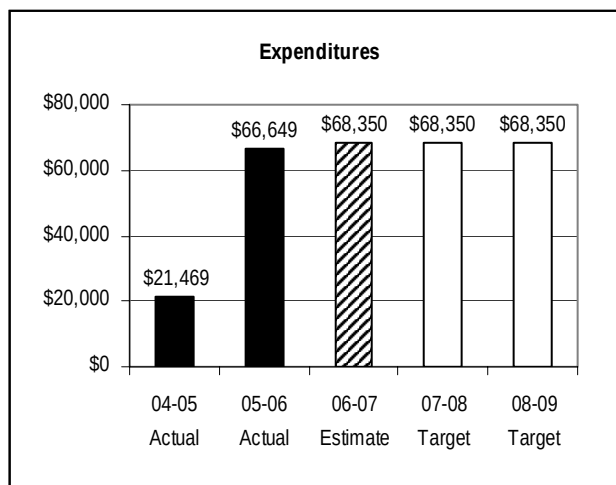
▷ **Off-Highway Vehicle License Fees**

Parks Acquisition and Development

Coyote Point Marina

Budget Unit Description

The Off-Highway Vehicle Fund is used for the development of off-highway vehicle trails and facilities, restoration of areas damaged by illegal off-highway vehicle use and for the control of activities related to the use of off-highway vehicles. The revenue for this fund comes from off-highway vehicle license fees and interest on the balance in the fund.



Program Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from fines collected for violations of the California Fish and Game Code in San Mateo County.

FY 2007-08 Funding Adjustments

No change.

FY 2008-09 Funding Adjustments

No change.

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	8,996	10,555	7,500	7,500		7,500
Intergovernmental Revenues	12,629					
Total Revenue	21,625	10,555	7,500	7,500		7,500
Fund Balance	297,687	297,843	241,749	241,749		241,749
TOTAL SOURCES	319,312	308,398	249,249	249,249		249,249
REQUIREMENTS						
Services and Supplies	21,469	66,649	68,350	68,350		68,350
Net Appropriations	21,469	66,649	68,350	68,350		68,350
Non-General Fund Reserves	297,843	241,749	180,899	180,899		180,899
TOTAL REQUIREMENTS	319,312	308,398	249,249	249,249		249,249

Parks Acquisition and Development (3970B)

Program Locator

County

Community Services

Parks Department

Administration and Support

Operations and Maintenance

Fish and Game

Off-Highway Vehicle License Fees

▷ **Parks Acquisition and Development**

Coyote Point Marina

Budget Unit Description

The Acquisition, Conservation and Development Fund is the source of funding for the acquisition of land for the County Parks system and the restoration and development of County Park facilities. Revenue is received from State Park Bonds, the Parks Foundation, grants, Interfund Transfers, and interest on the Reserves in the fund.

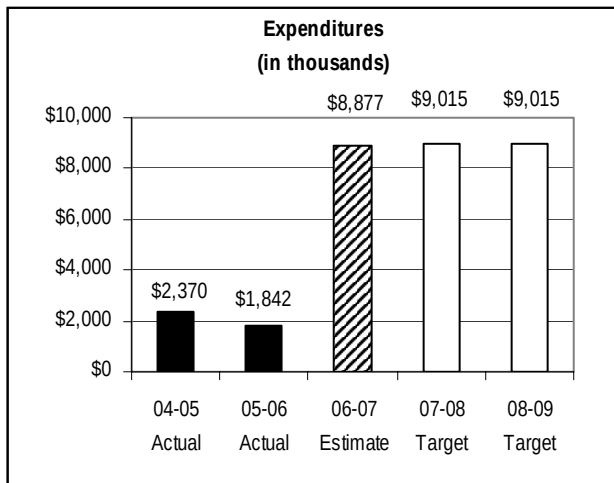
1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: increase in revenue for capital improvement projects; an increase for purchase; and a reduction in reimbursements for projects.

Revenue/Sources	240,000
Appropriations	256,000
Intrafund Transfers	(16,000)
Reserves	0
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

No change.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from State and Federal grants and gifts and donations.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

Summary of Re-appropriated and New Projects	FY 2007-08
ADA Compliance Carriage House	56,918
ADA Compliance Flood Park Parking Lot Phase 2	16,377
ADA Compliance Memorial Park Restroom	125,198
ADA Compliance Marina Restroom	70,000
ADA Compliance Coyote Point Captain's House	45,000
Coyote Point Bay Trail Construction	1,111,970
Coyote Point Environmental Museum Reroofing	136,970
Coyote Point Knoll Area Playground Replacement	209,970
Coyote Point Park Knoll Playground	145,000
Coyote Point Promenade	198,882
Coyote Point Water Distribution System	269,970
Crystal Springs Trail Extension To Canada Rd	445,000
Crystal Springs Trail Extension To Hwy 35	478,303
Crystal Springs Trail Extension To Hwy 92	209,823
Crystal Springs Trail Restrooms	106,970
Crystal Springs Trail South of Dam to Hwy 35 Construction	434,970
Crystal Springs Trail Water Supply	175,606
Edgewood Park Interpretive Center	777,278
Fitzgerald Education Center Design Phase	55,000
Fitzgerald Seal Cove Trail Stairway	100,000
Meadowview Playground Replacement	325,794
Parks Wash Down Racks	179,901
San Pedro Valley Park Visitor Center Repair	174,970
Sawyer Camp Trail Surface Improvements	133,970
Coyote Point - Castaways Restaurant Demolition	90,000
Mid Coast Master Plan	75,000
Trails Master Plan Update	75,000
Total	6,223,840

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	64,743	100,004	60,000	60,000		60,000
Intergovernmental Revenues	1,528,229	2,770,400	3,028,905	3,028,905		3,028,905
Charges for Services		25				
Interfund Revenue		62,185		240,000	240,000	240,000
Miscellaneous Revenue	288,124	278,856	1,720,324	1,720,324		1,720,324
Total Revenue	1,881,096	3,211,470	4,809,229	5,049,229	240,000	5,049,229
Fund Balance	3,187,300	2,698,832	4,068,264	4,068,264		4,068,264
TOTAL SOURCES	5,068,396	5,910,302	8,877,493	9,117,493	240,000	9,117,493
REQUIREMENTS						
Services and Supplies	68,011	4,011	525,000	525,000		525,000
Fixed Assets	1,878,558	458,239	3,205,128	8,506,031	5,300,903	8,266,031
Other Financing Uses	422,997	1,379,787	5,044,903		(5,044,903)	
Gross Appropriations	2,369,565	1,842,037	8,775,031	9,031,031	256,000	8,791,031
Intrafund Transfers				(16,000)	(16,000)	224,000
Net Appropriations	2,369,565	1,842,037	8,775,031	9,015,031	240,000	9,015,031
Non-General Fund Reserves	2,698,832	4,068,264	102,462	102,462		102,462
TOTAL REQUIREMENTS	5,068,397	5,910,301	8,877,493	9,117,493	240,000	9,117,493

Coyote Point Marina (3980B)

Program Locator

County

Community Services

Parks Department

Administration and Support

Operations and Maintenance

Fish and Game

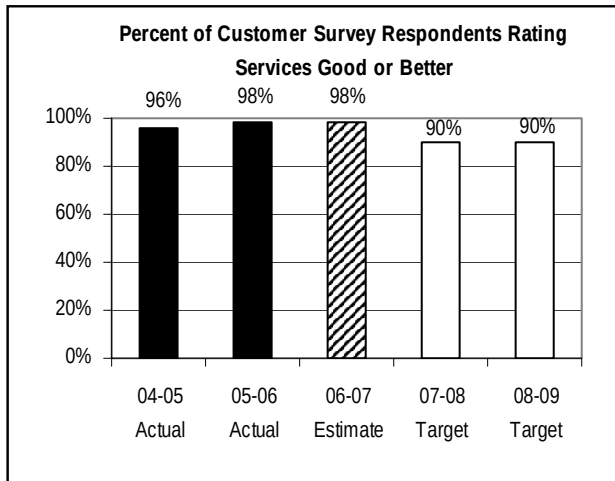
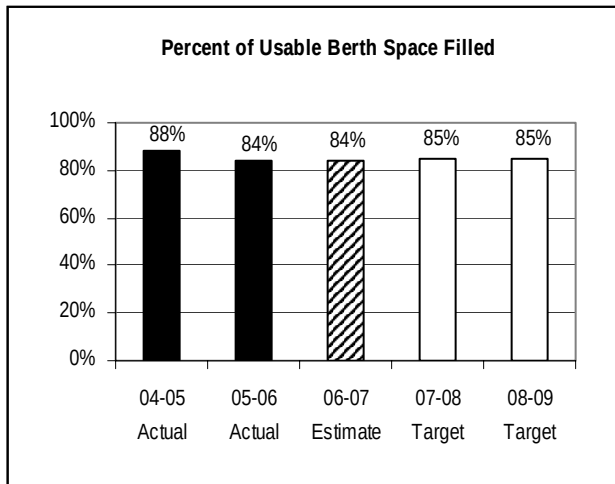
Off-Highway Vehicle License Fees

Parks Acquisition and Development



Coyote Point Marina

Headline Measures



Program Outcome Statement

The Coyote Point Marina Program provides and maintains safe public access to the San Francisco Bay through the highest quality berthing, launching facilities and support services in order to provide emergency response, environmental protection, security and assistance for the Marina users, outside agencies, visitors, special interest groups, employees and the community.

Services and Accomplishments

The Coyote Point Marina Program contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access To Our Natural Environment by providing and maintaining a safe, appealing and fully-utilized recreational facility for the boating public which has operated continuously for over 50 years. The Marina contains 565 berths for vessels ranging in size from less than 22 feet to over 50 feet in length. The Marina provides electrical and water service for those berths, along with restrooms with showers, 24-hour security, a three-lane public launch ramp with boat wash-down area, waste-oil disposal area, used battery collection, and no-charge emergency patrol boat response service. Staff maintains the berths and surrounding area, provides customer service to berth renters and the public, and performs administrative functions such as maintaining a berth waiting list and berther contracts. Staff also coordinates various concessionaire agreements such as the Yacht Club, fuel dock operation and boat sale and charter operation.

The following were major accomplishments in the prior year:

- Completed permitting for the new Marina office and demolition of old office
- Worked with the Yacht Club on completing Phase II of ADA improvements
- Maintained fuel service to patrons while concessionaire not in place
- Realigned range lights, which guide boats into the Marina
- Completed Phase II of Marina Maintenance Dredging Project
- Negotiated and implemented concessionaire contract with new Marina concessionaire
- Completed revision of the Marina 10-year Capital Projects Plan
- Completed Loan Application for Dock 29 Replacement and hired engineering Consultant for Design and Specifications

Story Behind Performance

A main focus of Marina staff is to ensure that at least 85% of berth space is usable and filled. Berth occupancy at the Coyote Point Marina is comparable to other local marinas despite a small decrease in recent years due to the changing economic the rising price of fuel, changing demographics, and a recreational shift away from boating. The recent dredging project and the closure of eleven berths at one of the docks due to storm damage caused the berth occupancy rate to fall to 79% in the second quarter of FY 2006-07. With the completion of the project, occupancy rates have risen back

to almost 85% through aggressive marketing, but will suffer slightly due to long term closure of those eleven berths. Also, recent trends have made it difficult for local marinas because a number of berthers are moving their boats from Northern California to Southern California to take advantage of competing berth rates and climate. However, staff continues to maintain and market the Marina to ensure it is a desirable place to berth.

Maintaining the Marina through dredging is vital in maximizing berth space and making the Marina attractive to potential berthers. In FY 2003-04, the first dredging episode was completed in the form of a \$1.2 million contract. This FY 2006-07, Phase II of the dredging was completed in the form of a \$820,000 contract. This year's project involved planning and moving over 300 boats to accommodate the area to be dredged. A 10-year permit was secured in order to complete necessary dredging episodes to maintain sufficient depth in the Marina. The dredging has restored the Marina channels and berths to serviceable depths and no dredging is anticipated for a minimum of five years.

Marina staff continues to focus on increasing customer satisfaction. An annual customer satisfaction survey was distributed to Marina tenants and stakeholders. The survey was mailed along with the monthly berth invoice as well as placed at the Marina Office. The marina received an overall customer satisfaction rating of 98% meeting its goal. An annual public meeting was held to solicit input and update tenants and the general public on proposed fee changes, revised capital plans, proposed FY2007-08 budget, and other marina issues. Staff responded to comments on the customer service surveys such as restroom cleaning, berth depth, and dock maintenance. Marina staff was able to exceed its goal of completing 88% of service requests within five days.

Major challenges over the next two years will be:

- To meet occupancy targets and keep the Marina financially viable given changing demographics
- To replace Dock 29, which contains ten 50' berths and eleven 45' berths, and is deteriorating with age
- To execute projects on the 10-year Capital Improvement Plan including a new restroom near the launch ramp
- Integrate the new Bay Water Trail regional plan with Marina operations and facilities

Program Objectives

The Coyote Point Marina Program will meet performance targets by doing the following:

Maintain Berth Occupancy at 85% or Better

- Maintain a fuel-dock vendor that provides berthers access to fuel, boats and boating supplies
- Manage the on-going capital projects as defined by the Capital Improvement Plan in order to maintain the Marina and keep it attractive to potential renters
- Continue a marketing campaign to promote Marina services by working with other entities such as the Yacht Club and other vendors at special events and at the vendors' buildings

- Set fees through fee comparison surveys, that are competitive with other local Marinas

Continue to Complete Projects on the Marina's 10-year Capital Projects Plan

- Complete planned projects, such as replacement of Dock 29 and build a new launch ramp restroom
- Continue to meet with stakeholders to update the capital projects plan and discuss financial planning including possible fee increases
- Bring updated Marina Capital Project Plan to the Parks and Recreation Commission for review and approval
- Conduct periodic review of projects list and outside funding as opportunities arise

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Monitor the process for completing repairs and improvements with a completion date and sign off section in order to increase the percentage of reported discrepancies repaired in five days
- Partner with entities such as the Yacht Club to host community-building special events
- Provide customer service training to staff
- Implement average depth standards in response to marina berth renter request
- Restructure operations and maintenance to improve efficiencies such as revision of standard berth rental agreements and park access
- Continue to survey customers through an annual survey effort and making surveys available continually to the public

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimated	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Annual number of paid launch ramp users	503	604	604	525	525
Number of emergency responses	46	18	18	20	20
How Well We Do It (Quality)					
Percent of usable berth space filled	88%	84%	84%	85%	85%
Number of unusable berths for a 30-day billing cycle	8	6	12	12	12
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	96%	98%	98%	90%	90%
Percent of service requests repaired within five days	88%	99%	99%	90%	90%

Coyote Point Marina (3980B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0
Total Requirements	2,468,825	2,690,510	2,440,594	3,457,857	1,017,263	2,250,418
Total Sources	2,468,825	2,690,509	2,440,594	3,457,857	1,017,263	2,250,418

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by user fees, Marina berth rentals, and income from interest on Reserves.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated salary and benefits increases and an increase in funding for the marina dredging project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,017,263	1,112,351	0	(95,088)	0	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated salary and benefit increases, and elimination of one-time funding for the Marina dredging project.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,112,351	1,112,351	0	0	0	0

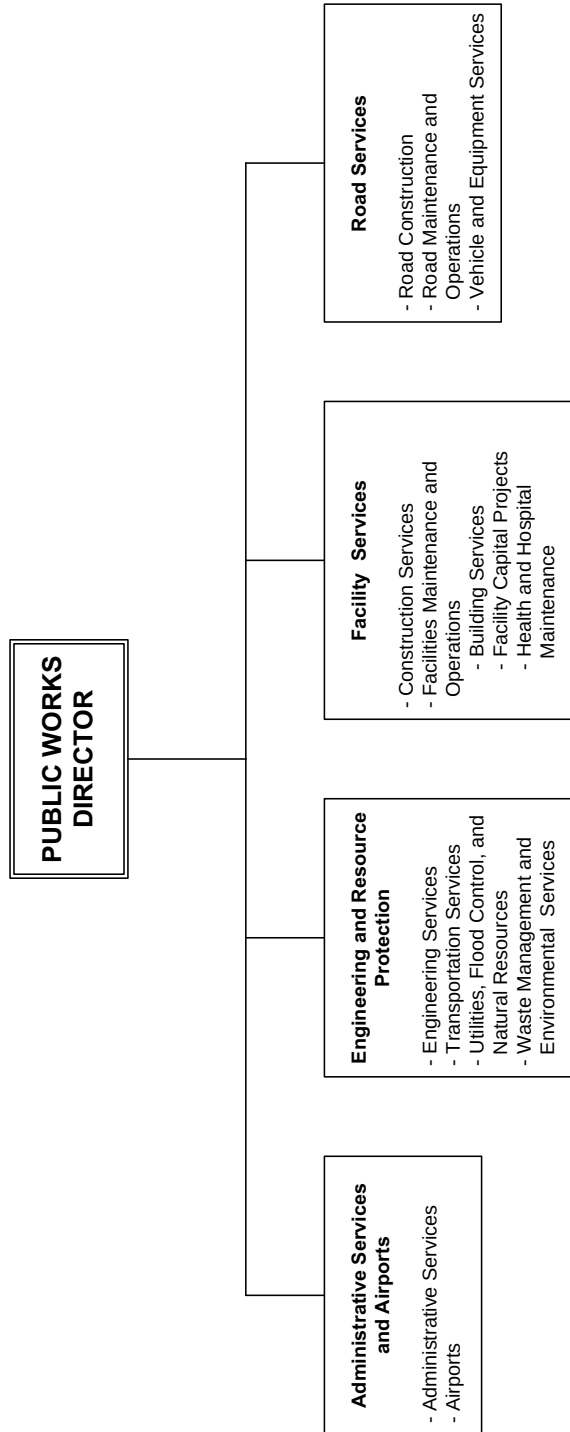
Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	53,822	69,518	47,500	47,500		47,500
Intergovernmental Revenues				1,947,500	1,947,500	817,602
Charges for Services	1,075,429	1,163,302	1,130,317	1,169,945	39,628	1,187,492
Miscellaneous Revenue	490	466	1,200	1,200		1,200
Other Financing Sources	9					
Total Revenue	1,129,749	1,233,285	1,179,017	3,166,145	1,987,128	2,053,794
Fund Balance	1,339,076	1,457,224	1,261,577	291,712	(969,865)	196,624
TOTAL SOURCES	2,468,825	2,690,509	2,440,594	3,457,857	1,017,263	2,250,418
REQUIREMENTS						
Salaries and Benefits	441,978	519,734	533,277	572,391	39,114	589,938
Services and Supplies	172,795	226,765	247,195	254,321	7,126	236,774
Other Charges	496,097	485,807	226,687	226,798	111	226,798
Fixed Assets	27,185	59,023				
Other Financing Uses	0		995,000	2,061,000	1,066,000	948,649
Gross Appropriations	1,138,055	1,291,329	2,002,159	3,114,510	1,112,351	2,002,159
Intrafund Transfers	110,127	137,604	146,723	146,723		146,723
Net Appropriations	1,248,182	1,428,933	2,148,882	3,261,233	1,112,351	2,148,882
Non-General Fund Reserves	1,220,643	1,261,577	291,712	196,624	(95,088)	101,536
TOTAL REQUIREMENTS	2,468,825	2,690,510	2,440,594	3,457,857	1,017,263	2,250,418
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

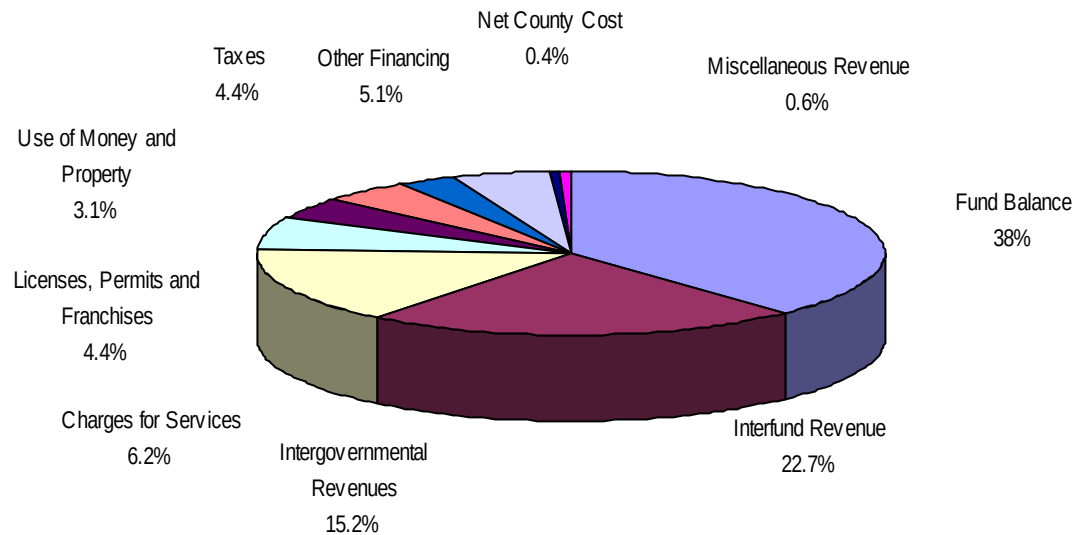
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DEPARTMENT OF PUBLIC WORKS

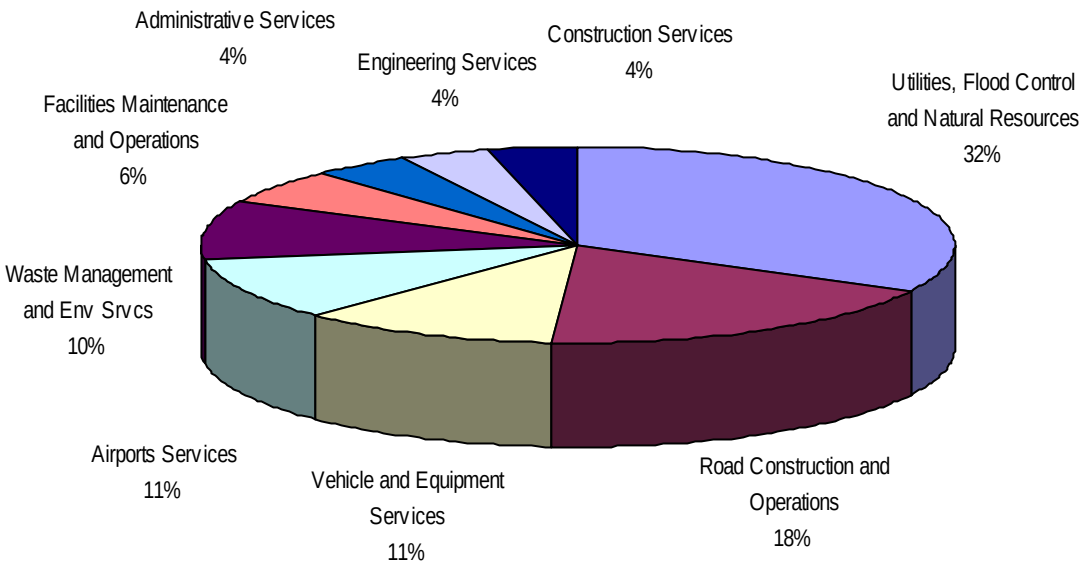


Public Works Department

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Summary by Function

Fund/Budget Unit	Actual 2005-06	Adopted 2006-07	Recommended 2007-08	Recommended 2008-09
General Fund:				
Administrative Services				
Cable TV Franchise	201,809	468,126	693,885	739,222
Fair Oaks Community Center	318,008	278,999	287,369	287,369
Administrative Services	5,480,841	6,551,154	6,433,564	6,542,290
TOTAL Administrative Services	6,000,658	7,298,279	7,414,818	7,568,881
Engineering Services				
Engineering Services	3,603,620	4,032,403	4,910,793	5,020,465
County Engineer	90,698	105,698	96,624	96,624
TOTAL Engineering Services	3,694,318	4,138,101	5,007,417	5,117,089
Facilities Maintenance & Operations				
Plant & Craft Maintenance	8,848,658	9,033,918	10,100,468	9,999,176
Facilities Administration	212,019	385,172	408,425	561,384
Building Services (Custodial)	3,067,010	3,452,772	3,453,974	3,856,612
Utilities	6,901,065	7,810,691	8,555,145	8,695,173
Insurance	1,546,017	1,773,781	2,266,909	2,273,409
Capital Projects/Major Maintenance	1,791,638	1,964,150	2,090,559	2,090,559
Facilities Projects	402,462	405,762	593,561	737,716
Debt Service	1,768,938	1,816,027	6,922,788	6,922,788
Contingencies	0	0	0	0
Intra Fund Transfers	(16,553,604)	(20,976,509)	(26,992,569)	(27,575,743)
TOTAL FM & O	7,984,203	5,665,764	7,399,260	7,561,074
TOTAL General Fund	17,679,179	17,102,144	19,821,495	20,247,044
Program Unit: Airports				
Airport Enterprise Fund:				
Operation and Maintenance	1,744,945	1,851,553	2,786,953	2,839,876
Capital Projects	818,522	4,472,784	8,860,100	0
Non-General Fund Reserves/Adjustments	2,166,696	2,151,369	2,006,241	1,553,365
TOTAL Airport	4,730,163	8,475,706	13,653,294	4,393,241

Fund/Budget Unit	Actual 2005-06	Adopted 2006-07	Recommended 2007-08	Recommended 2008-09
Program Unit: Motor Pool ISF				
Maintenance and Repair	2,022,682	3,026,235	2,802,274	2,976,984
Replacement	2,072,682	2,291,858	1,912,350	2,218,850
Insurance	324,571	335,162	395,623	395,623
Fuel	918,423	885,488	945,488	945,488
Contingencies	7,635,257	5,056,790	6,752,948	6,329,448
Plant Improvements	2,739	608,300	0	0
TOTAL Motor Pool ISF	12,976,354	12,203,833	12,808,683	12,866,393
Landscape Maintenance Fund:				
Landscape Maintenance	1,169	15,798	28,307	16,354
Non-General Fund Reserves	0	34,673	37,810	40,950
TOTAL Landscape Maintenance Fund	1,169	50,471	66,117	57,304
Program Unit: Construction and Plant Improvements				
Road Fund:				
GIS/Base Map Project	124,068	0	0	0
Engineering, Admin, General Operations	4,773,217	2,583,500	2,570,000	2,570,000
Plant and Heavy Equipment	138,911	2,462,798	3,922,268	2,934,850
Road/Bridge Maintenance	6,273,031	8,244,323	9,411,340	8,783,682
Construction	4,195,564	4,506,075	3,059,048	4,068,066
Contributions	250,741	229,000	229,000	229,000
Judgements	0	200,000	200,000	200,000
Contingencies	0	400,000	400,000	400,000
Services to Other Agencies	976,567	508,426	543,686	560,982
Non-General Fund Reserves/Adjustments	0	0	0	0
Reserves for Encumbrance	0	0	0	0
TOTAL Road Fund	16,732,099	19,154,122	20,335,342	19,746,580
Roadway Improvement Fund:				
Travel Lane Reconstruction	987,528	1,300,000	1,765,000	1,765,000
Non-General Fund Reserves	3,596,740	2,996,740	2,581,740	2,581,740
TOTAL Roadway Mitigation Fund	4,584,268	4,296,740	4,346,740	4,346,740

Fund/Budget Unit	Actual 2005-06	Adopted 2006-07	Recommended 2007-08	Recommended 2008-09
Special District Funds:				
County Service Areas	1,391,666	1,840,999	1,910,946	1,992,046
Sewer Maintenance/Sanitation	10,279,959	7,915,839	7,516,401	7,284,741
Drainage Maintenance	38,554	95,636	92,260	92,260
Flood Control	5,135,133	5,936,557	6,057,059	5,035,154
Street Lighting	335,333	509,860	693,860	488,860
San Mateo NPDES	0	22,172	20,052	17,802
Non-General Fund Reserves	26,009,063	22,240,144	23,783,717	22,874,383
TOTAL Special Districts	43,189,708	38,561,207	40,074,295	37,785,246
Tower Road Construction ISF:				
Crafts-Funded Jobs	3,739,197	4,808,923	4,811,816	4,936,933
Non-General Fund Reserves	59,936	59,936	59,936	59,936
TOTAL Tower Road Construction	3,799,133	4,868,859	4,871,752	4,996,869
Half Cent Transportation Fund:				
Various Road Projects	272,588	468,918	0	0
Transportation Lobbyist	20,000	20,000	0	0
TSM Program	245,927	319,646	264,503	271,826
Disabled Patient Transport	322,780	322,780	0	0
School Crossing Guards	195,000	195,000	125,000	125,000
Congestion Management Staff	268,265	222,656	259,464	259,464
Transportation Planning	428,093	390,862	493,296	518,113
Transit Subsidy	728,758	690,000	831,767	831,767
C/CAG Payments	145,223	148,284	155,223	155,223
HSA/Probation Client Transportation	230,000	230,000	0	0
Non-General Fund Reserves	0	0	0	0
Administration and Accounting Services	68,454	125,566	125,566	125,566
Peninsula Policy Partnership Payments	75,000	100,000	0	0
Website Improvement	65,566	30,000	0	0
TOTAL Half Cent Transportation Fund	3,065,654	3,263,712	2,254,819	2,286,959

Fund/Budget Unit	Actual 2005-06	Adopted 2006-07	Recommended 2007-08	Recommended 2008-09
Solid Waste Fund:				
SW Planning, Reporting & Monitoring	48,140	189,098	302,652	311,035
County Areas Recycling Program	785,284	716,982	552,551	566,039
Composting Program	243,102	255,520	259,223	264,901
Co-C/CAG Public Education, Hotline, Website Services	364,474	638,291	648,385	668,091
Green Building Program	269,516	356,774	264,389	272,508
County Facilities Recycling Program	140,450	290,007	250,690	186,318
Green Business Program	0	0	109,828	110,330
Pescadero Transfer Station	401,945	465,850	451,153	339,349
Fixed Assets	0	240,000	0	0
Pescadero Landfill Closure	10,763	555,000	1,480,000	535,000
Pescadero Landfill Maint. & Remediation	7,951	726,825	576,825	332,125
HMB Landfill Maintenance, Monitor & Remediation	67,267	1,503,700	743,700	744,000
Environmental Health LEA	370,511	370,511	370,511	370,511
Household Hazardous Waste	951,610	951,610	951,610	951,610
Public Health Function	456,896	456,896	456,896	456,896
Regulatory Compliance Program	14,500	25,000	25,000	25,000
Office of Emergency Services - HazMat	76,795	110,000	226,865	226,865
County Garbage and Disposal Charges	916,181	590,000	630,000	667,800
Facilities HazMat Universal Waste Charges	36,487	85,000	85,000	86,800
UST Removals and Remediations	0	5,000	5,000	5,000
Staff Services to SBWMA	6,243	0	0	0
Recycling Program - EPS	43,403	43,403	43,403	43,403
Other/Contingency	0	390,000	390,000	390,000
Administration and Countywide Services	2,851,350	2,700,000	1,400,000	1,400,000
Non-General Fund Reserves	8,447,512	2,836,309	1,872,501	651,237
TOTAL Solid Waste Fund	21,064,447	14,501,776	12,096,182	9,604,818
TOTAL REQUIREMENTS	127,822,174	122,478,570	130,328,719	116,331,194

Department Locator

County

Community Services

Office of Economic Development

Public Safety Communications

Fire Services

Local Agency Formation Commission

County Library

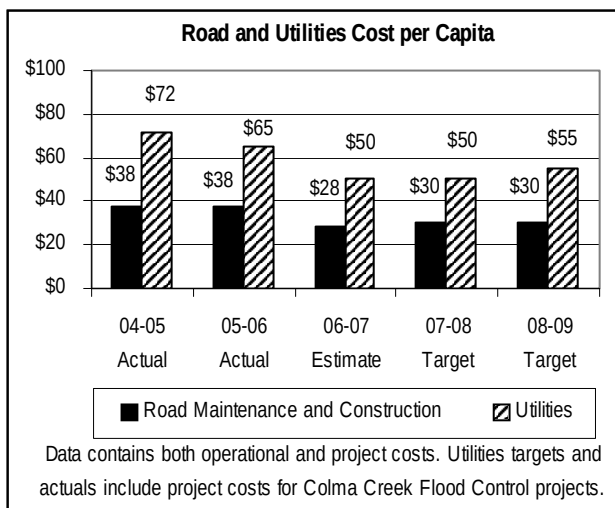
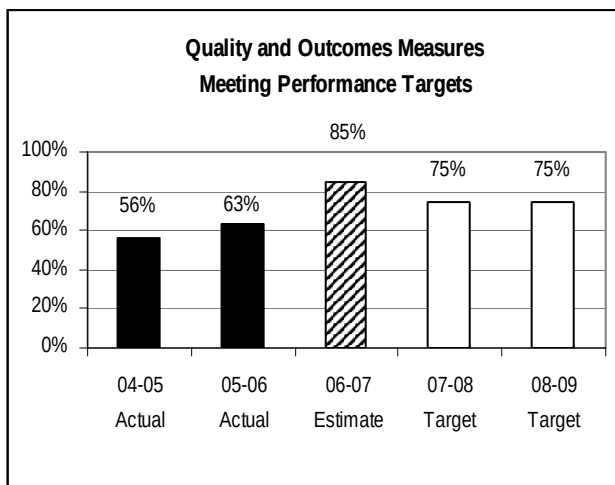
Planning and Building

Parks Department

▷ Department of Public Works

Department of Housing

Department Measures



Department Mission Statement

The Public Works Department provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; and utilities services to San Mateo County. Services ensure safe, cost effective, accessible and attractive facilities.

Contributions to Shared Vision 2010 Goals (Fiscal Years 2000-2006)

PEOPLE

Realize the Potential of Our Diverse Population

• Public Input on Projects

Expanded the public input process for road and capital projects through distribution of informational handouts; publicized proposed projects on the County's website; expanded the venue for public meetings; and surveyed property owners when reconstruction projects were completed, using the feedback to make policy recommendations and/or enhance design criteria for future projects.

Ensure Basic Health and Safety for All

• Noise Abatement Program

Enhanced the effectiveness of the voluntary noise abatement program at San Carlos Airport through education and publicity on procedures; standardization of monitoring tools and techniques; development of a notification process for infractions; regular review, evaluation and updates to the program, meetings with neighborhood groups and individuals, publishing noise abatement information and procedures on the Airport's website, and regular meetings with flight schools and the Air Traffic Control Manager to address concerns identified.

• Airport Weather Monitoring

Improved the safety of flight operations with the installation of an Automated Weather Observing System.

PLACE

Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

• Flood Control

Completed major construction and maintenance activities in Colma Creek and San Francisquito Creek to reduce flooding potential, including channel improvements, and flood wall construction. Work was done within state and federal guidelines and regulations that protect water quality and wildlife habitats.

• Transportation Alternatives

Continued to offer transportation alternatives and incentives to County employees to conserve energy and improve air quality. Efforts included a streamlined process for ordering transit tickets, implementation of the Guaranteed Ride Home program, development of a vendor-leased Van Pool program, and the

design and development of an informational website that has been expanded to enable County employees to access and request the programs offered.

- **Road Maintenance**

Improved the cost effectiveness of road related repair and maintenance by utilizing new products and applications to extend pavement life, reduce trucking and hauling costs, and reduce frequency of required maintenance. Examples have been use of the Zipper, a new piece of equipment which strengthens road segments using the existing pavement; asphaltic emulsion application and fabric underlays for cape and chip seals; use of road emulsion with a latex base that seals minor cracks; use of rubber asphalt concrete for road overlays; and evaluation of vegetation management products such as clove oil and kelp extract that will reduce the need for mowing in environmentally sensitive areas.

Preserve and Provide People Access to Our Natural Environment

- **Construction and Environmental Impacts**

Fostered a growing awareness of the environmental impacts of building construction through the development of green building policies, training, materials and awards; and encouraged the use of alternative practices and environmentally-friendly materials in new buildings. Developed a Construction Waste Management Policy for County initiated projects, which reduces the need to landfill reusable building materials.

- **Mavericks Surf Contest**

Provided parking at the Half Moon Bay Airport for spectators at the Mavericks annual surf contest.

PARTNERSHIPS

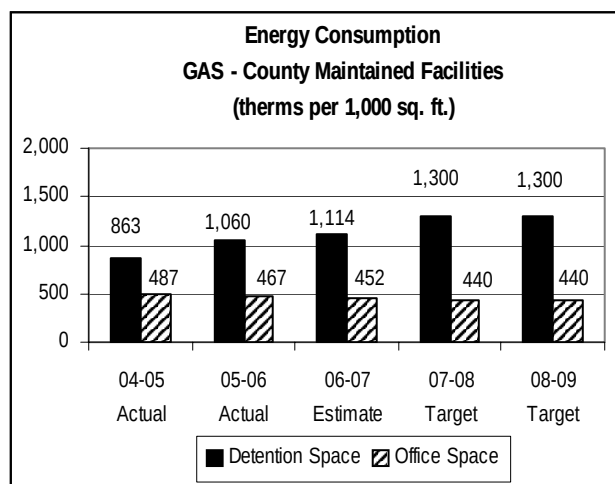
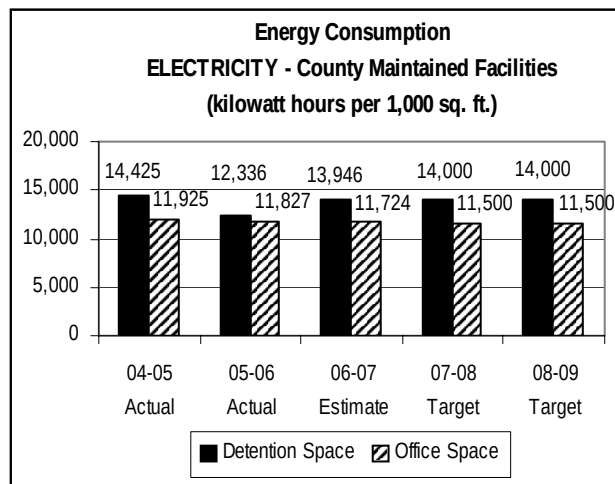
Responsive, Effective and Collaborative Government

- **Recycling and Waste Reduction Programs**

Developed and implemented recycling and waste reduction programs with County departments, outside agencies, schools and community organizations. Efforts included the sale of and training on compost bins; expansion of recycling, resource conservation, CO₂ reductions, and green building opportunities; developing partnerships with various departments and agencies such as Goodwill Industries, City of Palo Alto, the Human Services Agency, and Environmental Health Services, to find creative ways to increase diversion, minimize any effects of new legislation, and promote resource conservation awareness.

- **Mutual Aid Plan**

Developed and implemented a Countywide Public Works Mutual Aid Plan in partnership with San Mateo County cities, to facilitate the safe and orderly sharing of emergency assets throughout the County.



Major Accomplishments in FY 2006-07

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- Partnered with City County Association of Governments (C/CAG) and Bay Area Recycling Outreach Coalition (BayROC) to initiate public education campaigns to raise awareness about recycling

Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

- Performed regular maintenance for the habitat creation and enhancement project that is a mitigation measure on Colma Creek

Responsive, Effective and Collaborative Government

- Continued to expand the alternative fuel vehicle program to include the replacement of mid size pool cars with hybrid vehicles
- Completed the implementation of the Computerized Maintenance Management System (CMMS) for Sewers, Street

Lighting, and Road Construction, and continued to expand the functionality of the System for managing County facilities

- Successfully assumed additional maintenance responsibility for traffic signals, life safety systems and electronic systems
- Designed and began implementation of the Utility Management System to monitor energy usage and conservation in County facilities and reduce CO₂ emissions

Sow the Seeds of Our Future Prosperity

- Completed \$4.5 million of safety, security and infrastructure improvements at the County's two airports creating jobs and other positive impacts on the San Mateo County economy

Major Issues to be Addressed

- **Infrastructure Maintenance and Impacts on the Environment**—Increasing environmental regulations and the permits, inspections and monitoring activities associated with these regulations have impacted the Department's ability to maintain infrastructure in a timely and cost effective manner. The balance between our mission to provide efficient, economical and responsive infrastructure systems and maintenance, and our goal of protecting and enhancing the environment for current and future generations is a major challenge.
- **Volatility of the Energy Market and High Gasoline Prices**—Utility costs and the cost of vehicle fuel continue to rise, necessitating budget adjustments. Policies and programs implemented to reduce energy usage have not been able to keep pace with increased costs, and fuel prices are impacting the program's efficiency. These trends have potentially serious consequences to delivery of services due to the limited availability of resources.
- **Aging Utility and Facility Infrastructure**—Many of the County's buildings and operating systems, flood control, sewer, water and drainage facilities, and other utility and facility infrastructure are old and require extra maintenance effort to remain serviceable. Limited funding impacts our ability to assure effective and uninterrupted service and makes planning for needed upgrades challenging.
- **Condition of Road System**—The County maintains 316 miles of roads in both urban and rural areas. Reductions in revenue from the State together with increases in labor and material costs have resulted in deferring projects that would improve the Pavement Condition Index (PCI) of the maintained road system. It is estimated that to maintain the PCI at current levels would require approximately \$6.5 million per year (present value) for the next 20 years. The road construction budget is less than \$5 million and any increases in the near future are dependent upon the State providing funding to local jurisdictions from the proceeds of the sale of bonds authorized by the voters in November 2006 through the passage of Proposition 1B. The condition of the County's road system will continue to decline if the spending level does not increase.
- **Customer Expectations**—The Department has a wide variety of internal and external customers. Maintaining a high level of customer satisfaction is a concern as budget reductions have

resulted in the need to reduce services to decrease costs. As we evaluate and adjust staffing levels and types and frequencies of service, customers are questioning the changes. Further cuts in programs due to decreasing funding availability may result in lower levels of customer satisfaction.

Key Department Initiatives

1. Maintain the infrastructure that serves the citizens of San Mateo County while minimizing impacts on the environment

Major Issues to be addressed:

- Maintenance of flood control facilities in areas that have become habitat to endangered/threatened species where lack of maintenance can result in flooding
- Establishment and adoption of sanitary sewer service rates that adequately support the needs and financial obligations of the County maintained sewer and sanitation districts in order to manage and reduce spills from sanitary sewer systems that contaminate creeks and other bodies of water and root intrusion that can infiltrate sewer lines and cause stoppages
- Excess amount of herbicides being introduced into the environment
- Lack of maintenance of roadside vegetation that can result in fires, vehicle accidents and other damage
- Trash and debris in water bodies or other sensitive areas

Alignment to Shared Vision:

- Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

Goal:

- Provide regular maintenance of infrastructure that serves the citizens of San Mateo County while preserving or minimizing impacts on the environment, including sensitive biological areas and habitats of endangered/threatened species as identified by various regulatory agencies

Objectives:

- Obtain long-term regulatory permits to allow for annual maintenance of facilities
- Reduce sewer spills by establishing programs to educate customers, maintain routine maintenance schedules, identify trouble spots in the sewer collection systems, and make appropriate repairs
- Eliminate exotic and invasive plants while sustaining native plant species through the development of programs in cooperation with the Agricultural Commissioner
- Reduce the amount of illegal dumping that ends up in the streets or drainage channels through outreach and education
- Manage flood control facilities to ensure that they are free of obstructions, thereby protecting residents and businesses from damage resulting from flooding

Major milestones:

- Implement an annual program in compliance with permitting agency regulations, for silt, trash and vegetation removal from flood control facilities operated by the County (June 2008)
- Acquire multi-year permits from regulatory agencies that have acceptable and reasonable conditions (June 2009)
- Develop a sewer system evaluation plan to identify the location and source of trouble spots in the collection system (June 2009)
- Utilize only approved herbicides and acceptable alternatives to herbicides for road side vegetation control (March 2008)

Partners:

- Agriculture Commissioner
- San Francisco International Airport
- Regional Water Quality Control Board
- California Department of Fish and Game
- Corps of Engineers
- United States Fish and Wildlife Service
- California Coastal Commission

2. Reduce the County's Impact on Climate Change by Reducing CO₂ Emissions

Major Issues to be addressed:

- CO₂ and other greenhouse gases affect climate on a global level by increasing surface temperature, raising sea level and increasing the strength and variability of weather incidents
- County facilities emit over 23,000 tons of CO₂ per year, contributing to the climate change
- The CO₂ from the County comes from the use of (in decreasing order): electricity, natural gas, gasoline and diesel
- The cost of fuels and energy are increasing, which provides an incentive to reduce consumption

Alignment to Shared Vision:

- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

Goal:

- To reduce County CO₂ emissions by at least 590 lbs by 2009 (2005 baseline)

Objectives:

- Electricity supplied to existing County facilities by PG&E (the grid) will be reduced by 5% by 2010 (2005 baseline)
- Energy efficient gas fired co-generation plants installed at the Maguire Correctional Facility, the Youth Services Center, and under review for the San Mateo Medical Center, will be actively monitored and maintained so that anticipated natural gas consumption increases will be leveled out by 2009.

Solar panels have also been installed at the new Sheriff's Forensic Laboratory to generate electricity for that facility.

- The published miles per gallon (MPG) average of the County passenger vehicle fleet will be raised to 27 MPG by FY 2008-09. Since 2001 the average MPG for County passenger vehicles has been increased from 22 MPG to 26 MPG.
- The department will evaluate the cost effectiveness of using of hydrogen fuel cell technology to supplement the production of electricity for County facilities

Major milestones:

- Implement an automated Utilities Management System to monitor energy consumption, costs, and conservation measures at all County facilities (September 2007)
- Implement appropriate recommendations of studies by the Local Government Energy Partnership and PG&E for energy reduction measures (March 2008)
- Identify additional opportunities for renewable energy systems and implement recommendations by June 2008
- Evaluate all new County vehicle purchases in order to maximize MPG and expand the fleet of hybrids and low emission vehicles to include pickup trucks and mid-sized vehicles (September 2007)
- Develop a collaborative Energy Strategy Program for the 21 jurisdictions in San Mateo County in conjunction with C/CAG (December 2007)
- Expand opportunities and public outreach education efforts on energy efficiency, renewable energy, and energy and water conservation (March 2008)
- Develop a Green Business Program following the model established by the Association of Bay Area Governments, to encourage San Mateo County businesses to adopt green technologies and policies (December 2007)

Partners:

- All departments that use County vehicles and/or occupy space in County owned or leased buildings
- San Mateo Medical Center (largest energy consumer)
- Sustainable Silicon Valley
- Sustainable San Mateo County
- C/CAG; CMAQ
- Association of Bay Area Governments

Other Significant Objectives by Program

The Public Works Department includes the following programs:

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services
Waste Management and Environmental Services
Transportation Services
Utilities, Flood Control and Natural Resources
Airports

The following program priorities contribute to department success (additional program-level priorities are included in individual Program Plans):

Transportation Services

- Develop an on-line payment option so that County workers can pay for transit tickets over the Internet.

Road Construction & Operations

- Develop and implement the third phase of a Countywide traffic management program to include revised and new processes for coordinated traffic and parking programs.

Facilities Maintenance & Operations

- Install a new cogeneration system to provide heat and power at the San Mateo Medical Center by FY 2008-09

Airports

- Complete the construction of a \$5 million hangar and T-shelter development program at San Carlos Airport

Waste Management and Environmental Services

- Implement the new Construction Waste Management Policy and salvage, reuse, and recycle as much material as possible in the deconstruction of the old Hillcrest Juvenile Facility

Department of Public Works (4500B)
ALL FUNDS

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	5,441,051	5,566,967	4,842,924	5,737,476	894,552	5,744,799
Licenses, Permits and Franchises	6,104,201	6,367,905	5,788,104	5,619,462	(168,642)	5,492,173
Use of Money and Property	3,780,401	4,334,930	3,686,593	4,071,421	384,828	3,901,421
Intergovernmental Revenues	14,917,587	16,234,049	19,739,203	19,840,474	101,271	15,152,114
Charges for Services	7,137,841	7,450,537	7,654,892	8,082,506	427,614	8,110,598
Interfund Revenue	24,310,005	25,557,038	25,900,615	29,563,309	3,662,694	30,137,998
Miscellaneous Revenue	6,386,424	2,865,166	475,283	755,354	280,071	840,354
Other Financing Sources	1,484,703	1,869,520	1,648,000	6,598,000	4,950,000	1,598,000
Total Revenue	69,562,213	70,246,113	69,735,614	80,268,002	10,532,388	70,977,457
Fund Balance	60,609,138	56,850,849	52,217,153	49,520,628	(2,696,525)	44,813,648
TOTAL SOURCES	130,171,351	127,096,962	121,952,767	129,788,630	7,835,863	115,791,105

REQUIREMENTS						
Salaries and Benefits	28,594,022	28,209,643	31,720,405	35,043,881	3,323,476	36,430,883
Services and Supplies	36,410,225	40,983,885	49,077,731	50,178,959	1,101,228	49,367,883
Other Charges	8,254,336	10,182,089	10,754,192	11,046,750	292,558	10,343,426
Fixed Assets	12,278,697	7,416,562	11,647,442	14,246,641	2,599,199	4,094,500
Other Financing Uses	7,070,943	7,517,707	7,689,717	12,449,200	4,759,483	12,410,243
Gross Appropriations	92,608,223	94,309,886	110,889,487	122,965,431	12,075,944	112,646,935
Intrafund Transfers	(18,008,065)	(18,956,982)	(24,487,413)	(30,895,424)	(6,408,011)	(31,537,576)
Net Appropriations	74,600,158	75,352,904	86,402,074	92,070,007	5,667,933	81,109,359
Contingencies/Dept Reserves	28,675,838	26,930,670	23,000,625	25,007,472	2,006,847	24,095,001
Non-General Fund Reserves	27,067,056	25,538,600	13,075,861	13,251,240	175,379	11,126,834
TOTAL REQUIREMENTS	130,343,052	127,822,174	122,478,560	130,328,719	7,850,159	116,331,194

NET COUNTY COST	171,701	725,212	525,793	540,089	14,296	540,089

AUTHORIZED POSITIONS

Salary Resolution	315.0	321.0	326.0	329.0	3.0	329.0
Funded FTE	312.5	318.5	325.5	328.3	2.8	328.3

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$7,835,863 or 6.4% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Taxes

There is an increase of \$894,552 in this funding source primarily due to increases in property tax revenue from Special Districts, mostly from Cable T.V. and Flood Control Districts. The increase will be partially offset by less than anticipated revenues in the Half-Cent Transportation Fund.

Licenses, Permits and Franchises

There is a decrease of \$168,642 in this funding source due to a reduction in the tonnage at the Ox Mountain disposal site and the resulting reduction in fees. This reduction will be partially offset by an increase in the franchise fees from Cable T.V.

Use of Money and Property

There is an increase of \$384,828 in this funding source due to anticipated interest earned on funds for various Airport improvements, interest earned on higher fund balances in Utilities, and Vehicles & Equipment. The increase will be partially offset due to reduced interest payments from the Road and Half Cent Funds.

Intergovernmental Revenues

There is an increase of \$101,271 in this funding source due to an anticipated grant from the Bay Area Air Quality Management District (BAAQMD) for the acquisition of environmentally friendly road maintenance equipment. The increase is mostly offset due to the elimination of some one-time Airport grant funding, and the elimination of Proposition 42 (sales tax on gasoline) for FY 2007-08.

Charges for Services

There is an increase of \$427,614 in this funding source due to an anticipated increase in sewer service charges based on the current level of services, increased reimbursements from C/CAG for staff support, and increased revenue from roadway mitigation fees. The increase will be partially offset due to a delay in the implementation of rate increases for improvements at the Pescadero Transfer Station. The rate increases will not be implemented until the improvements have been scheduled for construction.

Interfund Revenue

There is an increase of \$3,662,694 in this funding source due to increased funding anticipated from the receipt of Proposition 1B State Transportation Bond funds, increases in the rent charged for the maintenance of County owned buildings and facilities, matching funds for the BAAQMD grant to replace road equipment, increases in the transfer of sewer maintenance funds and road funds to cover salary and benefits increases, and anticipated increases in capital projects completed by the Construction Services Section. The increase is partially offset due to the elimination of various one-time administrative costs.

Miscellaneous Revenue

There is an increase of \$280,071 in this funding source due to anticipated special jobs completed by the Roads Division, requests for equipment maintenance and repairs by other departments, and increased funding from Special Districts; CSA 8 disposal costs and the San Bruno Flood Control District work for San Francisco International Airport.

Other Financing Sources

There is an increase of \$4,950,000 in this funding source due to anticipated Federal Aviation Administration grants, State grants, and various loans for the construction of Airport improvements. This amount is partially offset due to the transfer of funds between flood control zones in order to ensure that each fund is individually balanced.

Fund Balance

There is a decrease of \$2,696,525 in this funding source due to transfers to absorb the negotiated increases in salaries and benefits, the funding of the Child Health Initiative from the Solid Waste Fund at a rate substantially higher than the revenue increase that was enacted to offset these costs, and the continued decline in the fund balance for the Half-Cent Transportation Fund. The Half-Cent Fund balance is projected to be zero at the end of FY 2006-07. Some budget units realized an increase in the fund balance due to increased revenues (Utilities and Special Districts), and the elimination of negative fund balances in FY 2006-07 (Facilities and Engineering).

TOTAL REQUIREMENTS

Total Requirements increased by \$7,850,159 or 6.4% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$3,323,476 in this expenditure category due to negotiated salary and benefits increases and the funding of various engineering positions in anticipation of the receipt of State Transportation Bond funding and the requirement to accelerate the implementation of road projects. The department is also requesting the addition of three positions – an Energy Manager to develop and design energy conservation measures for County facilities and to ensure that funding incentives are fully taken advantage of, a Construction Manager to oversee the large number of projects planned for the Airports, and an Office Assistant to help with financial and contract management for Facilities.

Services and Supplies

There is an increase of \$1,101,228 in this expenditure category due to increases in energy and other utility costs for County facilities, increases in fuel and tire costs for vehicles and equipment, increases for garbage collection at County facilities, implementation of a pilot chip seal roadway project in non-residential rural areas, implementation of a deconstruction project for the Hillcrest Juvenile Center, increases in staffing costs for C/CAG, increases in Special District expenses based on current spending levels, and various Consumer Price Index (CPI) increases for contracts, services and purchases. The Solid Waste Fund contribution to the Child Health Initiative has been reduced to reflect the actual revenue contributed to the fund by the two-dollar per ton surcharge on the Ox Mountain tipping fee that was approved by the Board of Supervisors in FY 2002-03.

Other Charges

There is an increase of \$292,558 in this expenditure category due to increases in fixed cost (service charges) assessed by other departments, interest payments on a loan for Airport improvements, increases in property insurance for County facilities. The increase has been partially offset through the elimination of a number of programs under the Half Cent Fund in order to balance with the available revenue, the elimination of one-time charges for equipment purchases under the Solid Waste Fund for other departments, and as agreed to in the franchise agreement with NCTV there will be no payment by the County for FY 2007-08.

Fixed Assets

There is an increase of \$2,599,199 in this expenditure category due to the construction of new hangers and other facility improvements at the County's two airports. The increase is partially offset through the reduction in a number of completed road projects, a reduction in the purchase of new fleet vehicles, the completion of a number of utilities projects, and the elimination of funding for new equipment purchases under the Solid Waste Fund.

Other Financing Uses

There is an increase of \$4,759,483 in this expenditure category due to an increase in debt service payments primarily related to the new Youth Services Center. This is partially offset by the elimination of various programs previously funded with the Half Cent Transportation Fund.

Intrafund Transfers

There is an increase of \$6,408,011 in this expenditure category due to increase in rent, utilities, insurance, and debt service assessments applied to other County departments using County facilities. The debt service for the YSC is the primary reason for the decrease.

Contingencies/Departmental Reserves

There is an increase of \$2,182,226 in this expenditure category due to increases in the Internal Service Fund (ISF) for the replacement and acquisition of vehicles and equipment, increased revenue from various Districts and the completion of one-time projects for the Districts. The increases have been partially offset due to the transfer of reserves to address funding shortfalls in Roads and Waste Management.

NET COUNTY COST

There is an increase of \$14,296 or 2.7% in this departments General Fund allocation. The increases include a 3% (\$8,370) increase to the contract for the operation and maintenance of the Fair Oaks Community Center and a 6.5% increase (\$5,926) for County Engineer services. These cost categories have not received an increase for approximately five years.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$13,997,525 or 10.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Taxes

There is an increase of \$7,323 in this funding source due to an increase in sales tax revenue in Transportation Services.

Licenses, Permits and Franchises

There is a decrease of \$127,289 in this funding source in Waste and Environmental Services due to a decrease in franchise fees received from Allied Waste.

Use of Money and Property

There is a decrease of \$170,000 in this funding source due to lower interest earned on declining Fund Balances.

Intergovernmental Revenues

There is a decrease of \$4,688,360 in this funding source due to the removal of one-time grants for Airport Improvements in the amount of \$4,099,598; removal of a one-time grant in Vehicle and Equipment Services in the amount of \$1,000,000. Decreases are partially offset with an increase in Road Construction and Operations for a slight increase in the gas tax.

Charges for Services

There is an increase of \$28,092 in this funding source due to increases in sewer service charges in the amount of \$3,275 and an increased reimbursement from C/CAG for staff support in Transportation Services in the amount of \$24,817.

Interfund Revenue

There is a increase of \$574,689 in this funding source due to rate increases and projected services for other County Agencies to be completed by: Facilities Maintenance and Operations in the amount of \$161,814; Construction Services in the amount of \$125,117; Engineering Services in the amount of \$109,672; Administrative Services in the amount of \$67,811; Vehicle & Equipment Services in the amount of \$57,710; and Flood Control and Utilities Services in the amount of \$52,565.

Miscellaneous Revenue

There is an increase of \$85,000 in this funding source due to project reimbursement costs in Flood Control and Utilities Services from San Francisco International Airport (San Bruno Creek Flood Control Zone 1).

Other Financing Sources

There is a decrease of \$5,000,000 in this funding source due to the removal of reimbursements for Airport Improvements.

Fund Balance

There is a decrease of \$4,706,980 in this funding source due to completion of projects and deletion of one-time purchases in Flood Control and Utilities in the amount of \$2,312,451; Waste and Environmental Services in the amount of \$2,297,960; and Airports in the amount of \$160,455.

TOTAL REQUIREMENTS

Total Requirements decreased by \$13,997,525 or 10.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$1,387,002 in this expenditure category due to negotiated increases and merit increases.

Services and Supplies

There is a net decrease of \$811,076 in this expenditure category due to elimination of one-time purchases, completed projects and a reduction in contributions to other agencies Waste and Environmental Services in the amount of \$1,326,377. This decrease more than offsets inflationary increases in: Facilities Maintenance and Operations in the amount of \$318,616; Road Construction and Operations in the amount of \$109,672; and Flood Control and Utilities in the amount of \$87,013.

Other Charges

There is a decrease of \$703,324 in this expenditure category due to removal of one-time project cost contributions in Flood Control and Utilities in the amount of \$719,549. This decrease is partially offset by an increase in Facilities and Maintenance Operations in the amount of \$16,225.

Fixed Assets

There is a decrease of \$10,152,141 in this expenditure category due to the elimination of one-time equipment purchases and capital projects from the prior year in the amount of \$14,246,641. The decrease more than offsets increases of \$4,094,500 for projects and purchases not completed in FY 2007-08.

Other Financing Uses

There is a decrease of \$38,957 in this expenditure category due to a decrease of funds Transferred Out in the San Bruno Creek Flood Control Zone.

Intrafund Transfers

There is a decrease of \$642,152 in this expenditure category due to decreases in project reimbursement costs transferred between funds within the same Programs.

Contingencies/Departmental Reserves

There is a decrease of \$3,014,377 in this expenditure category due to decreases in Waste and Environmental Services in the amount of \$1,285,150; Flood Control and Utilities in the amount of \$939,237; Airports in the amount of \$452,876; and Vehicle and Equipment Services in the amount of 423,500. The balance in Reserves represents 43% of Net Appropriations, which exceed the 2% County Reserves Policy requirements by \$33,558,708.

NET COUNTY COST

No change.

Administrative Services (4510P)

Program Locator

County

Community Services

Public Works



Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

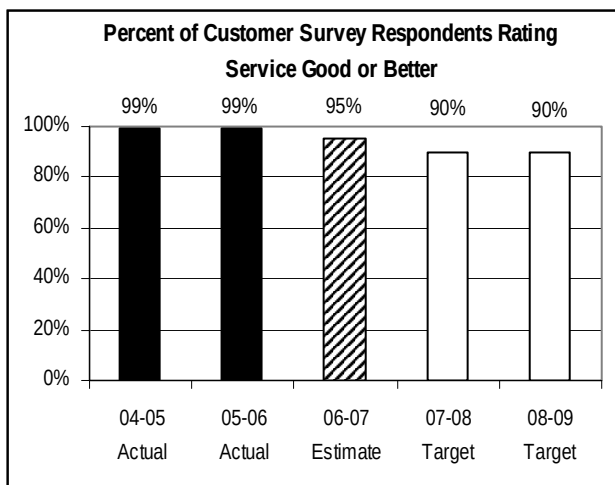
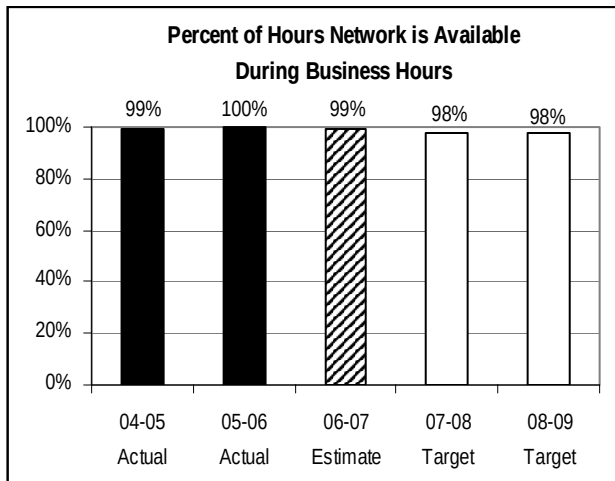
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Administrative Services program guides and supports the Department in accomplishing its mission through collaborative, innovative and responsive human resource, technology, financial and other administrative services and systems.

Services and Accomplishments

The Administrative Services program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering direction and support in three key areas: Business Systems, Financial Services, and Human Resources. Services include automation and technology support, accounting and budget, contract management, safety programs and training, policy and program development and evaluation, personnel and payroll services, clerical support, and other training.

The following are major accomplishments in the current year:

- Completed a comprehensive update for the Department's Policy and Procedures Manual
- Completed several Information Technology (IT) infrastructure improvements including server, workstation and printer replacements; software upgrades; and updated the IT Strategic Plan and completed cross training of IT staff
- Completed the implementation of the storm module within the Computerized Maintenance Management System (CMMS) for use by Sewers and Road Construction workers
- Continued to work with the Maintenance Section to expand use of CMMS for managing County facilities
- Created an interface between the Cost Accounting Management System (CAMS) and the County's Automated Time Keeping System (ATKS) in order to maintain cost accounting for labor charges
- Continued to convert and create Crystal 9 reports for management of projects and vehicle usage
- Participated in various Countywide programs, initiatives and committees including Fiscal Officers Training Academy (FOTA), Countywide Geographic Information System Selection Committee, County/City Public Works Mutual Aid Committee, the San Mateo County Terrorism Task Force, Service Charges Committee, and the Pandemic Flu Planning Committee
- Completed the Pandemic Influenza Continuity of Operations Guide for the Department
- Completed the implementation of the Utility Management System to monitor energy usage and conservation throughout the County
- Implemented the Facility Condition Information System (FCIS) which will be used to develop the County's Capital Improvement Plan

Story Behind Performance

The Program continues to focus on establishing processes and systems and realigning services in the areas of finance and accounting, information technology, organizational development and grant and contract support to address the changing needs of the Department.

Each year the Program surveys Department managers and supervisors to assess current services and determine future Program priorities and support needs. Suggestions are responded to immediately which has helped satisfaction levels remain consistently above the Countywide standard of 90%. The FY 2005-06 survey cycle resulted in a 41% response rate with 58 surveys being distributed and 24 surveys returned. The FY 2006-07 survey is currently underway.

The Business Systems Section initiated and completed a number of service improvements in FY 2006-07. The annual maintenance plan continues to be updated to provide a process and schedule for server upgrades, software upgrades and workstation replacements. This ongoing effort contributes to continued high performance in the network availability rate of 98%. The Project Selection Tool, which is composed of three major departmental systems including Pavement Management, CAMS and GIS, were integrated to provide Design Section Staff with improved work processes essential for the development of projects. Cross training of staff was completed, which has resulted in better coverage and faster service, increasing the number of service requests responded to in 24 hours.

Training was also developed and conducted on the reporting function of the Project Selection Tool so that managers and supervisors can monitor projects, revenues, and expenditures more efficiently and thereby plan more effectively. Improvements in these areas helped offset the impact of the retirement of key staff. The Department anticipates filling vacant positions by the end of FY 2006-07 and an aggressive plan to train new staff in all of the functional accounting areas will be implemented to minimize any adverse impact to the financial, information technology, and overall management of the Department.

Program staff organize and plan a wide range of Department trainings. During the calendar year 2006, more than 75 courses were attended and 2,679 training hours were completed in the following areas: Technical and Career Development - 53%; Safety -45%; and Other 2%. Technical training opportunities will continue to be emphasized in calendar year 2007 as requested by survey respondents.

Major challenges over the next two years will be:

- To increase the level of services in the areas of: IT applications and response; Computerized Maintenance Management System

(CMMS) support; electronic timekeeping; and improving overall document management

- To continue to expand and improve support services as operational resources are declining
- To keep current with technology trends
- To complete the rectification of the Department specific layers in GIS upon completion of the orthophotography project
- To provide budget and fiscal management training for managers and supervisors so that they can assume greater responsibility for their individual budgets

Program Objectives

The Administrative Services program will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Explore available resources to acquire additional application development and training capability
- Implement a contract tracking system to provide timely expenditure and contract expiration information to management staff
- Implement an Electronic Document Management System (FileNet) for locating and retrieving files and electronic/hardcopy filing plans and standards for the Department and substantially reduce the amount of paper copies produced and retained
- Implement the Public Works interface for the County's Automated Time Keeping System for the entire Department which includes enhancements to capture cost accounting information
- Develop and implement a manager training program on automated systems and personnel practices
- Perform budget monitoring training for managers and supervisors

Maintain a 98% Rate of Work Authorizations Processed within Five Days and Work Authorization Expenditures Fully Reimbursed

- Develop and conduct additional training for staff on key financial systems and reporting capabilities
- Complete training of new accounting staff in all functional areas

Maintain a 98% Response Rate to Information Technology Service Requests Resolved Within 24 Hours

- Continue to utilize Zenworks to optimize IT staff resources in delivering swift business solutions to department computer users
- Establish virtual server technology on all servers to minimize catastrophic server downtime
- Continue cross training of staff in all IT areas

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of hours network is available during business hours	2,232	2,238	2,200	2,200	2,200
Number of work authorizations processed ⁽¹⁾	2,133	2,145	2,200	2,000	2,000
How Well We Do It (Quality)					
Percent of time network is available during business hours	99%	100%	99%	98%	98%
Percent of work authorizations processed within five days	98%	96%	98%	98%	98%
Is Anyone Better Off? (Outcome)					
Number and percent of information technology service requests resolved within 24 hours	486 / 98%	490 / 98%	475 / 98%	475 / 98%	475 / 98%
Number and percent of reimbursable work authorization expenditures fully reimbursed	1,163 / 99%	1,113 / 98%	1,100 / 98%	1,100 / 98%	1,100 / 98%
Number and percent of customer survey respondents rating services good or better	18 / 99%	23 / 99%	25 / 95%	20 / 90%	25 / 90%

⁽¹⁾ Effective FY 2004-05, the number of work authorizations processed include only additions of new work authorizations and input of initial budgets on existing work authorizations. Changes to existing work authorizations, which include supplements to budget amounts, are not counted.

Administrative Services (4510P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	27.9	27.9	29.8	27.9	(1.9)	27.9
Total Requirements	4,003,830	4,463,510	5,542,018	5,367,312	(174,706)	5,435,123
Total Sources	3,783,077	4,238,978	5,298,019	5,114,943	(183,076)	5,182,754
Net County Cost	220,753	224,532	243,999	252,369	8,370	252,369
NCC Breakdown						
Non-Mandated Services			243,999	252,369	8,370	252,369

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$252,369 or 4.7%, of which \$252,369 or 100% is discretionary. The Net County Cost in this Program represents the County's contractual agreement with the Fair Oaks Community Center and the City of Redwood City.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time equipment purchases; reduction in professional services and A87 Cost Plan; and an increase in the Fair Oaks Contract.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(244,076)	(235,706)	0	0	8,370	0

2. Server Replacements

Three servers will be purchased and support the Department's IT purchasing plan for upgrading and replacing equipment to keep pace with changing technology and to provide reliable, capable support for the Department. All costs are offset by revenue from the divisions that are provided services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
39,000	39,000	0	0	0	0

3. High-Speed Scanning Station

This high-speed scanning station will give the department the ability to scan paper documents into the Electronic Document Management System (County File Net). The resulting system will provide a searchable electronic repository, increasing workflow efficiency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,000	7,000	0	0	0	0

4. Oracle 10g Software Implementation

The purchase and implementation of Oracle 10g is necessary for the department to remain consistent with the County's migration to Oracle 10g. The department currently uses Oracle software for the GIS, Maintenance Management and custom applications.

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

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(183,076)	(174,706)	0	0	8,370	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases and corresponding revenue, and removal of one-time purchases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
67,811	67,811	0	0	0	0

Engineering Services (4600P)

Program Locator

County

Community Services

Public Works

Administrative Services



Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

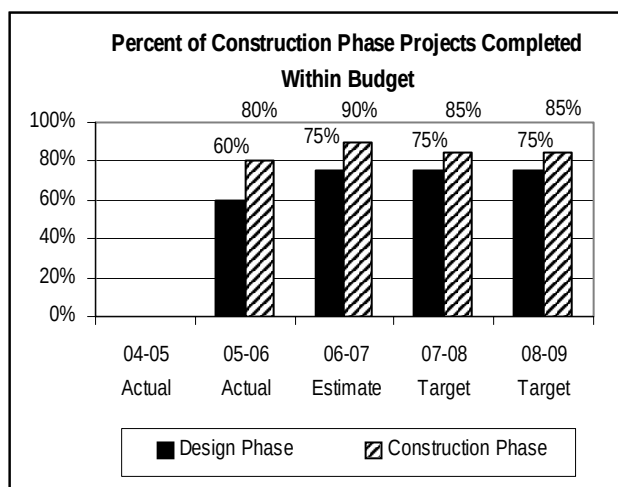
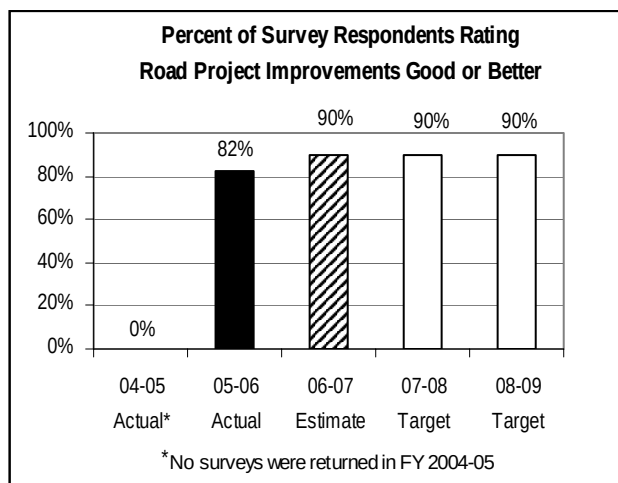
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Engineering Services Program provides professional engineering and construction management services in constructing and maintaining County infrastructure for residents and other users to ensure safety and quality of life.

Services and Accomplishments

The Engineering Services Program contributes to the goals of the Shared Vision 2010 commitment to Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion through the following activities: providing project development and design, drafting, surveying and construction management services for Roads, Utilities and other County departments. Engineering Services will continue with design and inspection activities for various road surfacing and reconstruction projects in the unincorporated suburban as well as rural areas of the County. In addition to road projects, the Program provides engineering services for various sanitary sewer, airports, parks and flood control improvement projects.

The following are major accomplishments in the current year:

- Inspected and managed sediment reduction projects in the Pescadero Creek and Tarwater Creek Watersheds
- Inspected and managed improvements at the San Carlos Airport
- Inspected and managed improvements at the Half Moon Bay Airport
- Designed and inspected surface treatment projects in the San Mateo Highlands, West Menlo, Broadmoor Village and Montara areas
- Designed and inspected drainage improvements in the North Fair Oaks area
- Investigated and managed the stabilization of a failed hillside in La Honda
- Upgraded all of the County's pedestrian signals
- Maintained the overall Pavement Condition Index (PCI) of the County-maintained road system by completing several road resurfacing projects
- Updated contract documents to address issues commonly encountered during construction operations
- Reassigned and trained staff in map checking procedures in order to manage increased demands
- Continued to transition from a paper mapping system to a digitized Geographic Information System (GIS) mapping system through the downloading of record maps
- Investigated various road and slope stabilization treatments considered cost effective for maintaining County infrastructure
- Developed policy statements for operations with the City of Daly City
- Initiated the development of a bridge maintenance plan
- Received approval by the Board of Supervisors for the Local Coastal Plan, allowing for the resurfacing of mid-coast roads

Story Behind Performance

Project success is contingent upon participation from the public and a variety of internal stakeholders such as maintenance staff and other County departments. Public input comes through environmental documentation, public meetings, priority setting and political concurrence through the budget process. Engineering Services continues efforts to achieve success in all phases of each road and capital project by measuring how well the projects meet the needs and expectations of customers. Road project customers are surveyed and property owner feedback is evaluated to enhance design criteria. Engineering Services continually monitors customer ratings and comments, inspection staff field observations, and contract issues in an effort to minimize the potential for customer confusion or dissatisfaction.

Capital improvement funding resources continue to decrease from year to year as Road Fund revenues, which are used to supplement state funding contributions, are not keeping pace with increased costs in developing, maintaining and constructing improvements. With financial resources becoming more limited, Engineering Services is continuing to evaluate road treatment options that can more efficiently maintain the County's infrastructure at acceptable condition levels. In this regard, Engineering Services performed a modified type of road reconstruction in FY 2006-07 and installed drainage detention systems aimed at reducing localized ponding of water. Given Road Fund limitations, Engineering Services is actively evaluating County demands for its resources and providing services to multiple agencies and divisions within the County in need of engineering expertise, as well as teaming with other agencies on projects of joint interest.

Engineering Services has retrained staff in order to provide flexibility in staffing assignments that address voids resulting from retirements and reassignments. In addition, Engineering Services will continue to consider its abilities to provide necessary services at appropriate cost levels. Engineering and surveying services will be provided by subcontractors where internal resources are not adequate to address current needs. Staffing levels and service demands will be continuously monitored to ensure that the program is efficiently addressing departmental needs.

The program also provides service to customers at the counter seeking information related to maps and survey records. A self-service model was adopted in November 2005, allowing customers to conduct much of their own research and retrieve information. The program has continued to enhance and expand this model resulting in cost savings to the program and high levels of customer satisfaction. The program continues to expand its use of GIS technology, and will continue to evaluate training programs that will maximize staff efficiency in establishing and maintaining expanded data base sets.

Major challenges over the next two years will be:

- To develop a bridge maintenance program that will establish appropriate and cost effective treatments for County-maintained bridges so that this infrastructure can be effectively managed
- To monitor and adequately address environmental requirements associated with various improvements
- To continue to investigate and evaluate surface treatments that provide alternative and cost effective means of maintaining the County's road network.
- To review available funding programs that can offer financial assistance in the maintenance of the County's roads.
- To continue to assume responsibility for additional project management needs in sewers for projects mandated by the Clean Water Act that are financed by user charges
- To work with the Cuesta La Honda Guild and the Board of Supervisors in further evaluating appropriate steps for mitigating the Scenic Drive landslide.
- To evaluate the effectiveness of installed drainage detention systems used to alleviate common localized flooding issues experienced in the North Fair Oaks area
- To address long term departmental needs relative to the County Engineer function

Program Objectives

The Engineering Services Program will meet performance targets by doing the following:

Maintain an Overall Customer Satisfaction Rating of at Least 90% for Road Improvement Projects

- Continue to improve the public input and public notification processes
- Continue to utilize the Pavement Management System (PMS) to assist in identifying surface preparation projects
- Continue to explore, evaluate and implement improved methods for improving the Pavement Condition Index and reducing cost per mile

Achieve and Maintain a Rate of 85% of Projects Completed Within Budget

- Explore and implement processes and systems to improve productivity and accuracy
- Explore and implement processes and systems that minimize potential cost impacts both during the design and project construction phases
- Provide internal and external training programs, including mentoring that will enable staff to increase its level of expertise on project assignments
- Cross train staff and mentor new staff to allow for work load transitions upon retirements or other staff departures

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of roads, sewer, watershed, and parks projects funded ⁽¹⁾	61	71	55	55	55
Number of counter service requests for maps and survey records ⁽²⁾	665	541	400	500	450
How Well We Do It (Quality)					
Percent of customers rating maps/survey records counter services good or better	100%	100%	95%	90%	90%
Percent of projects completed on time and within budget:					
- Design phase on time	---	89%	75%	75%	75%
- Design phase within budget	---	60%	75%	75%	75%
- Construction phase within budget	---	80%	90%	85%	85%
Is Anyone Better Off? (Outcome)					
Number and percent of customer survey respondents (residents) rating road project improvements good or better	0 / 0%	18 / 82%	25 / 90%	25 / 90%	25 / 90%

⁽¹⁾ The anticipated decrease in number of projects is due to budget impacts resulting from state funding reductions.

⁽²⁾ A new system was implemented in FY 2003-04, which allows many customers to serve themselves at the front counter. The year-end estimate and targets measure the number of contacts between staff and customers (excludes self-service customers).

Engineering Services (4600P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	36.0	32.0	31.0	31.0		31.0
Funded FTE	35.5	31.5	30.5	30.8	0.3	30.8
Total Requirements	4,215,613	3,694,318	4,138,101	5,007,417	869,316	5,117,089
Total Sources	4,140,139	3,340,243	4,047,403	4,910,793	863,390	5,020,465
Net County Cost	75,474	354,075	90,698	96,624	5,926	96,624
NCC Breakdown						
Non-Mandated Services			90,698	96,624	5,926	96,624

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$5,926 or 0.1%, of which \$5,926 or 100% is discretionary. This discretionary amount represents the County Engineer function.

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of negotiated labor increases; funding for seven vacant positions that were not funded in the previous year, including four Associate Engineers, one Senior Engineer, one Principal Engineer and one Senior Drafting Technician; an increase in contract expenses and County service charges; and removal of one-time expenditures.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
863,390	869,316	0	0	5,926	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases and corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
109,672	109,672	0	0	0	0

Facilities Maintenance and Operations (4730P)

Program Locator

County

Community Services

Public Works

Administrative Services

Engineering Services

► **Facilities Maintenance and Operations**

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

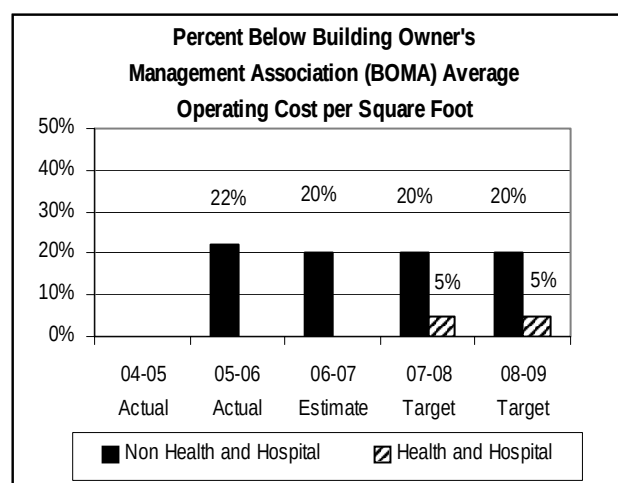
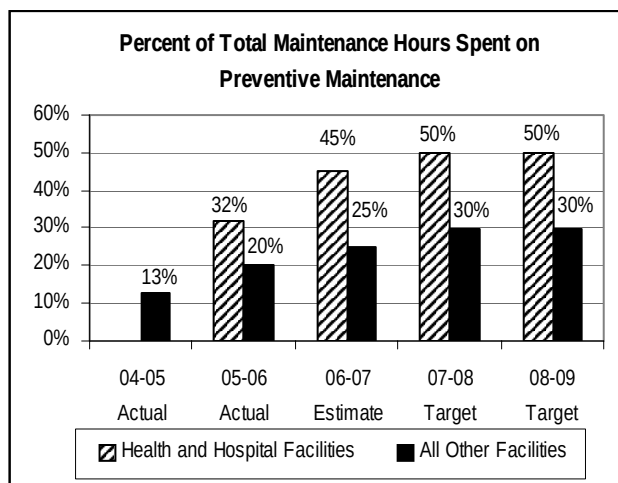
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

Facilities Maintenance and Operations (FM&O) preserves the County's capital assets and infrastructure by operating and maintaining facilities in a cost-effective and professional manner to ensure the public and employees have safe, comfortable and clean work sites. Health and Hospital Facilities Maintenance and Operations maintains and operates all Health and Hospital Facility systems in an effective and economical manner to ensure a comfortable and safe environment for patients, visitors and staff. Buildings Services provides efficient, cost-effective, comprehensive and professional custodial and ancillary services throughout the County's facilities to ensure the environment is clean and safe for County employees and the public. The Project Management Section ensures that the County's Capital Projects are constructed in a timely and cost-effective manner, and are designed to be consistent with the County's commitment to environmental preservation.

Services and Accomplishments

The Facilities and Maintenance Operations Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: keeping County-owned and County-leased buildings and surrounding areas clean and safe, and assuring that systems and equipment are in good repair and functioning properly. Services include structural maintenance and repair, heating, ventilation and air conditioning, plumbing, lighting, custodial, landscaping, signage, utilities, water treatment, emergency power systems, life safety systems, pest control, carpentry, painting and lock work.

The following are major accomplishments in the current year:

- Retrofitted 455 County Center and East Palo Alto Municipal Building with energy efficient lamps and ballasts to save on energy costs and reduce CO₂ levels
- Installed Computer Aided Drafting (CAD) drawings for floor plans for County-owned buildings into the Computerized Maintenance Management System (CMMS)
- Completed a comprehensive building inventory to identify needed repairs
- Developed preventive maintenance schedules and integrated into CMMS
- Developed a plan to record and distribute information identifying the location and operation of equipment specific to each facility
- Developed a web-based customer survey for FM&O and Hospital
- Expanded and refined the new employee orientation program for custodians
- Upgraded mechanical systems at Maguire Jail to improve energy efficiency
- Researched Pacific Gas and Electric (PG&E) rebates for stairwell lighting upgrades

- Integrated preventive maintenance schedules for building systems and equipment into CMMS
- Identified resources and developed a workplan for the gradual replacement of older computerized energy management systems to newer and more efficient system that are currently used for the Crime Lab and the Youth Services Center

Story Behind Performance

The new Youth Services Center opened in September 2006, adding approximately 330,000 square feet for maintenance by Facilities Services, and approximately 25,000 square feet for Custodial Services. Two positions were added and filled in FY 2006-07 (one Stationary Engineer and one Utility Worker) and two more will be added and filled in FY 2007-08 (one Painter and one Custodian). The transfer of operational responsibilities from the contractor to FM&O presented some challenges during FY 2006-07. As is often typical with a new building and new equipment, some of the systems were not operating properly and required adjustments, modifications, and replacements. Some of the systems that required work included the temperature control systems, security systems, sewer system, and electrical generation system. The Program is working with the contractor to reach resolution on these and other system problems and expects the majority of issues will be resolved during FY 2007-08.

Negotiations with the Sheriff's Office during FY 2005-06 resulted in an agreement to provide complete janitorial services for the Maguire Jail beginning in the fall of 2006, adding 65,775 square feet to the area maintained by Custodial Services.

Health & Hospital (H&H) developed an action plan to address customer concerns regarding response time and communication. Staff and management identified key issues, brainstormed solutions, and assigned tasks and deadlines. It is expected that implementation of this plan will dramatically increase customer survey ratings.

The Program contracted with Applied Management Engineering (AME) to conduct a comprehensive building inventory that included the square footage and condition of all mechanical, electrical and plumbing systems as well as wall surfaces, flooring, and roofs. The resulting Facilities Condition Index is being used to identify and prioritize repairs needed to improve our County facilities. The Program was also able to obtain computerized floor plan drawings from AME with no increase in the original contract amount. The drawings were downloaded into CMMS and are available as needed.

The Capital Projects unit of FM&O expanded during FY 2006-07 to include two project management staff that previously worked out of the County Manager's Office. This change will allow better coordination and control of capital projects, and better utilization of resources to support the overall County capital projects program.

The Facilities Customer Service Center (FCSC) continues to refine its processes for providing service request information to staff and giving customers timely and reliable responses. Staff turnover

resulted in a longer learning curve for triaging calls and assigning appropriate priority levels, however permanent staff have been now been brought on board. In FY 2006-07, the FCSC received and processed approximately 15,712 calls for service.

Completing timely preventive maintenance (PM) on equipment and systems was an important focus during the past year. PM schedules were developed and integrated into the Computerized Maintenance Management System (CMMS). Although the Program's performance measures reflect a high percentage of PMs not completed within the "prescribed" time frame, many were still completed within a "reasonable" time frame. During FY 2006-07, 455 of 772 (58%) identified were completed on time. Using CMMS to track both the preventive maintenance records and the repair history of equipment and building systems, FM&O will develop a process to evaluate and compare costs to better determine priorities for replacement and also adjust resources based on the amount and type of services by building.

FM&O continues to evaluate and implement cost saving measures to keep cost per square foot below the Building Owners and Managers Association (BOMA) standard while providing responsive customer service. Energy savings projects have remained a high priority for both the cost savings benefit as well as the reduction of CO₂ levels. FM&O and the County's RecycleWorks Program have partnered and developed a coordinated plan for meeting the newly adopted County goals for CO₂ reduction. Energy lighting retrofits contributed to a reduction of 174 ton per year of CO₂ emissions. The plan is also recommending the installation of solar panels at various facilities. A new cogeneration facility went on online at the Maguire Correctional Facility and a new cogeneration system to provide heat and power to the hospital is being evaluated.

Major challenges over the next two years will be:

- To anticipate and address fluctuations in energy consumption and costs as the Public Utilities Commission authorizes increases based on climatic and world conditions
- To fully utilize the capabilities of the Computerized Maintenance Management System
- To plan for facility improvements based on the findings of the Facility Condition Index report
- To anticipate and manage changes in services when the courts assume four facilities in FY 2007-08

Program Objectives

The Facilities Maintenance and Operations Program will meet performance targets by doing the following:

Increase the Percent of Total Maintenance Hours Spent on Preventive Maintenance to 45% (Health & Hospital) and 30% (non Health & Hospital)

- Establish a training program to provide cross-training of Stationary Engineers to allow for more flexibility with schedules and shift assignments

- Complete a new design development to modify existing systems to eliminate requirements for regular supervision of high-pressure boilers (Health & Hospital)
- Compile information about the location and operation of equipment specific to certain facilities and develop a quick reference guide

Maintain Facility Costs per Square Foot at 20% below BOMA

Average

- Continue to work with PG&E and the Local Government Energy Partnership (LGEPP) to explore ways to save energy and reduce costs
- Complete a lighting retrofit project at Maguire Jail to save on energy costs and reduce CO₂ levels
- Develop a long-term energy conservation strategy using ideas from staff, management, Information Technology, and RecycleWorks staff
- Identify a resource to provide meaningful cost comparisons for Health and Hospital cost per square foot
- Develop a new capital projects process to improve project scope definition and cost estimate information

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Implement an action plan to improve customer service satisfaction (Health and Hospital)
- Establish schedules for regular safety meetings for all sections to help reduce accidents and injuries
- Utilize CMMS to automatically notify customers of the status of work requests and when work is completed
- Develop a Maintenance Coordinators program (Health & Hospital)

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of hours spent on preventive maintenance for:					
- Facilities - non Health and Hospital	3,902	4,710	4,500	4,500	4,600
- Facilities - Health and Hospital	1,933	1,702	1,750	1,700	1,800
Number of square feet maintained:					
- Facilities	2,240,333	2,240,333	2,368,048	2,570,333	2,570,333
- Custodial	1,811,640	1,812,310	1,918,085	1,918,085	1,918,085
- Health and Hospital	599,660	599,660	599,660	599,660	599,660
Number of work service requests:					
- Facilities	6,971	7,938	8,000	7,500	7,500
- Custodial	218	252	375	300	300
- Health and Hospital ⁽¹⁾	3,594	5,106	5,000	4,500	4,500
Number of funded facilities/capital projects managed by Public Works project management staff	45	82	75	60	60
How Well We Do It (Quality)					
Percent of preventive maintenance completed within prescribed time frames:					
- Non Health and Hospital (data development)	---	---	75%	75%	80%
- Health and Hospital (data development)	---	---	95%	85%	90%
Percent of funded facilities/capital projects managed by Public Works project management staff completed on time and within budget ⁽¹⁾	100%	99%	98%	90%	90%
Percent below Building Owner's Management Association International (BOMA) average operating cost per square foot ⁽²⁾ :					
- Non Health and Hospital	---	22%	20%	20%	20%
- Health and Hospital (data development)	---		---	5%	5%
Number and percent of customers rating services good or better:					
- Facilities	42 / 100%	48 / 95%	100 / 90%	120 / 90%	130 / 90%
- Custodial	189 / 99%	337 / 99%	180 / 97%	200 / 90%	200 / 90%
- Health and Hospital	79 / 79%	89 / 71%	50 / 90%	80 / 90%	100 / 90%

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
Is Anyone Better Off? (Outcome)					
Percent of total maintenance hours spent on preventive maintenance					
- Facilities - non Health and Hospital	13%	20%	25%	30%	30%
- Facilities - Health and Hospital	---	32%	45%	50%	50%
Number and percent of square feet with Facility Condition Index (FCI) of ten or below ⁽³⁾	--- / ---	--- / ---	2,123,895 / 67%	2,123,895 / 67%	2,123,895 / 67%

⁽¹⁾ Based on the construction schedule and budget established and agreed to by the customer at the time construction begins.

⁽²⁾ Data will not be available until the completion of FY 2006-07.

⁽³⁾ The FY 2006-07 Capital Projects budget includes appropriation for a Countywide facility condition assessment. Data for this measure will be available after the assessment has been completed.

Facilities Maintenance and Operations (4730P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	94.0	99.0	106.0	108.0	2.0	108.0
Funded FTE	93.3	97.4	104.4	108.0	3.6	108.0
Total Requirements	8,339,066	7,984,202	5,665,764	7,399,260	1,733,496	7,561,074
Total Sources	8,274,752	7,448,063	5,353,962	7,087,458	1,733,496	7,249,272
Net County Cost	64,314	536,139	311,802	311,802		311,802
NCC Breakdown						
Emergency Services JPA			27,090	27,090		27,090
Non-Mandated Services			284,712	284,712		284,712

Program Net County Cost

The portion of this program's FY 2006-07 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$311,802 or 4.2%, of which \$311,802 or 100% is discretionary. This amount includes facilities maintenance for the San Mateo County Fairgrounds, Lathrop House, the Old Courthouse, the County Child Care facility, and the ISD Radio facility.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor cost increases; inclusion of merit increases; increases in rent charges for County-owned facilities based on actual increases in operating costs; increases in energy charges; increases in property insurance charges; and increased debt service payments for the new Youth Services Center.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,584,696	7,541,967	(6,016,060)	0	(58,789)	0

2. Energy Program Manager

The department created an Energy Program Manager position that will have the knowledge, skills and abilities necessary to address the needs of the department. This position will focus on energy management, energy reduction and efficiency projects, and energy efficient operation of existing County buildings, new technologies and programs for both funding and improving energy efficiency.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
148,800	148,800	0	0	0	1

3. Facilities Maintenance and Operations Office Assistance

The department will add one new Office Assistant II position to assist with billing, invoice and contract processing, and coordination with vendors. This addition is to replace a position that was transferred to staff the Facilities Call Center in FY 2005-06.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	58,789	0	0	58,789	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,733,496	7,749,556	(6,016,060)	0	0	2

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor cost increases; inclusion of merit increases; and increase in expenditures to reflect rising utility rates and maintenance costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
161,814	744,988	(583,174)	0	0	0

Road Construction and Operations (4520P)

Program Locator

County

Community Services

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

➤ Road Construction and Operations

Construction Services

Vehicle and Equipment Services

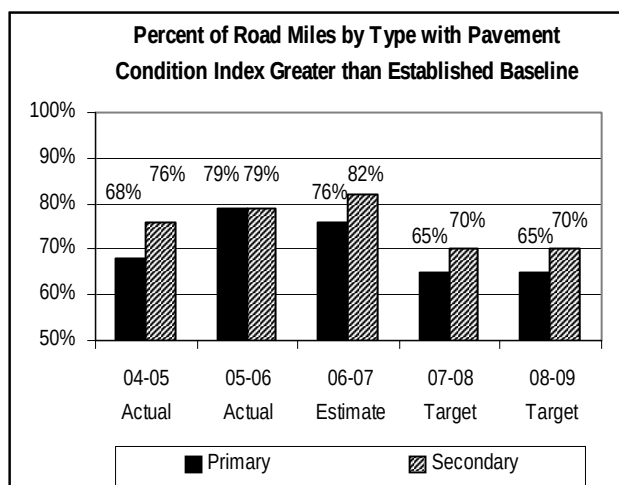
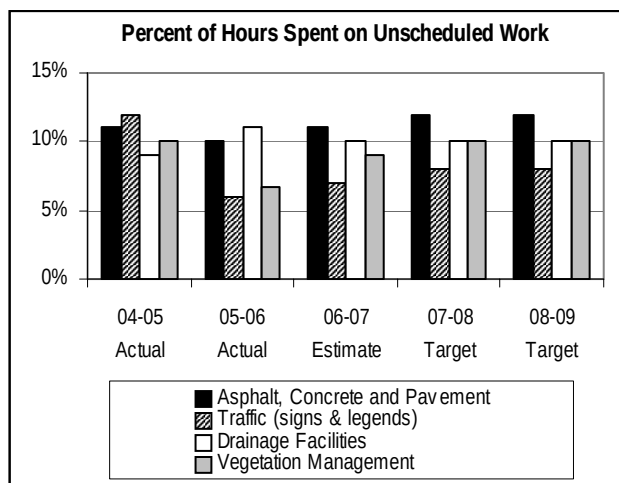
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Road Construction and Operations Program ensures that the County-maintained road system is preserved for the benefit of the public by constructing, operating, repairing and maintaining roadways in a professional and cost effective manner.

Services and Accomplishments

The Road Construction and Operations Program (RCO) contributes to the goals of the Shared Vision 2010 commitment to Redesign Our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion through the following activities: repair, operation and maintenance of County-maintained roads and working closely with Engineering Services to plan and prioritize road and road-related construction projects. Traffic, construction inspection, and development review services are performed by the Road Operations Section (ROS) of this program.

The following are major accomplishments in the current year:

- Evaluated, documented and prioritized maintenance activities and consolidated and implemented operating, maintenance and construction standards
- Implemented the second phase of a Countywide traffic management program including new types of speed control devices, and new processes for coordinating traffic control efforts with law enforcement agencies
- Continued to use Pavement Management System to prioritize the repair of substandard roads and reduce the frequency and cost of unscheduled maintenance on those roads
- Launched the Traffic Services website to provide access to program information and frequently requested documents and data
- Completed Engineering and Traffic Surveys for all required County roads and implemented certification program for traffic courts
- Implemented new processes to develop policies, procedures and standards to include input from employees and other stakeholders

Story Behind Performance

Subject to approval by the state legislature, the governor's proposed budget would direct a portion of the state transportation bonds approved by the voters in 2006, to cities and counties. This funding source is anticipated to provide approximately \$5.5 million in additional funds for road construction, operation and maintenance in FY 2007-08, and approximately \$2.7 million in FY 2008-09. These additional funds will offset the costs of fuel and material costs, along with the costs of salaries, benefits and worker's compensation insurance that have risen. The program anticipates completing some of the road construction projects that have been deferred due to diminished revenues.

The recent trend of deferring road construction projects will continue to impact both the percent of hours spent on unscheduled work and the percent of road miles by type with a Pavement Condition Index (PCI) greater than the established baseline. RCO anticipates implementing an in-house chip seal program in an effort to maintain the road system at acceptable levels and reduce ongoing maintenance and repair costs.

The Road Operations Section (ROS) of the program provides staffing at the Planning and Building Department Permit counter. The Board of Supervisors approved new service level expectations for the Planning and Building Department that resulted in increased demands for ROS staff time at the counter and shorter schedules for reviewing applications for development. State stormwater regulations became more stringent during the previous fiscal year, resulting in more detailed project reviews and additional inspection requirements and thus the section added one full-time engineer to meet these new demands.

Customer satisfaction in all areas surveyed continued to exceed the County standard of 90%. The method of surveying customers that directly request road services is being evaluated and the distribution process will be changed to coordinate with the Computerized Maintenance Management System (CMMS), which is anticipated to increase the number of survey respondents.

Major challenges over the next two years will be:

- To maintain the Pavement Condition Index (PCI) of the County-maintained road system
- To expand upon the services available to address traffic calming, speed reduction, parking demands and safety improvements on County-maintained roads
- To meet increasingly stringent regulatory requirements in permitting and inspecting stormwater treatment and management facilities
- To meet increasing demands that exceed available resources
- To continue to perform at high levels using reduced equipment fleet
- To continue to provide timely service under increasingly stringent regulatory requirements

Program Objectives

The Road Construction and Operations Program will meet performance targets by doing the following:

Achieve and Maintain at Least 90% of Hours Spent on Scheduled Maintenance

- Develop agreements and permits with resource agencies and the County Planning and Building Department to reduce delays for maintenance work in sensitive areas
- Continue to evaluate alternatives to herbicides to eliminate handwork and reduce weed-related damage to roads
- Develop standards and outreach materials to inform the public about their responsibilities for maintenance of private facilities in the public right of way

- Work with Risk Management and Administration on options to reduce injuries and therefore decrease lost time and modified work hours

Maintain the Pavement Condition Index (PCI) of the County-Maintained Road System at Current Levels

- Continue to use the Pavement Management System (PMS) to prioritize the repair of substandard roads
- Explore alternative funding sources for road repairs and improvements
- Implement in-house chip seal program to extend the life of paved surfaces and reduce future maintenance needs

Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Update street sweeping schedules to better coordinate with garbage pickup days
- Implement fee schedule for permits for construction activities in the public right of way
- Develop and implement Phase III of the Countywide Traffic Management Program to include revised and new processes for coordinated traffic and parking programs

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of service hours for:					
- Asphalt and concrete pavement	20,224	17,208	15,500	15,500	15,500
- Traffic signs, striping and legends	2,626	4,552	4,500	4,500	4,500
- Drainage facilities	12,176	15,808	13,000	13,000	13,000
- Vegetation management	14,569	13,763	14,000	14,000	14,000
- Project preparation work ⁽¹⁾	6,671	1,584	2,000	2,000	2,000
Number of requests for service from the public or other agencies for:					
- Asphalt and concrete pavement	---	88	90	80	80
- Traffic signs, striping and legends	---	70	45	40	40
- Drainage facilities	---	53	50	50	50
- Vegetation management	---	124	85	120	120
Number of maintained miles ⁽²⁾	316	316	316	316	316
- Primary	102	102	102	102	102
- Secondary	214	214	214	214	214
Total productive hours for the Road Maintenance Section (includes overtime and on-call hours)	91,543	90,999	84,000	88,000	88,000
Number of lane miles					
- Sealed	82	53	0	25	20
- Resurfaced	14.0	14.0	13.9	10.5	14.5
- Reconstructed	0.3	1.2	1.6	4.5	3.0
Number of service requests for Traffic ⁽³⁾	210	273	200	200	200
How Well We Do It (Quality)					
Percent of work completed according to schedule for:					
- Asphalt and concrete pavement	89%	89%	89%	88%	88%
- Traffic signs, striping and legends	88%	94%	93%	92%	92%
- Drainage facilities	91%	89%	90%	90%	90%
- Vegetation management	90%	93%	91%	90%	90%
Cost per mile	\$18,165	\$17,144	\$17,000	\$17,000	\$17,500
Percent of productive hours lost as result of injury	5.6%	5.8%	4.8%	4.5%	4.0%
Percent of productive hours spent on modified work assignments ⁽⁴⁾	3.9%	1.9%	2.5%	3.5%	3.0%

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
Cost per lane mile:					
- Sealed	\$17,000	\$17,000	n/a	\$23,000	\$23,000
- Resurfaced	\$106,000	\$127,000	\$150,000	\$150,000	\$150,000
- Reconstructed	\$494,000	\$438,000	\$600,000	\$600,000	\$600,000
Is Anyone Better Off? (Outcome)					
Number and percent of hours spent on unscheduled work for:					
- Asphalt and concrete pavement	2,901 / 11%	1,867 / 10%	1,550 / 11%	1,800 / 12%	1,800 / 12%
- Traffic signs, striping and legends	325 / 12%	276 / 6%	300 / 7%	350 / 8%	350 / 8%
- Drainage facilities	871 / 9%	1,286 / 11%	1,300 / 10%	1,300 / 10%	1300 / 10%
- Vegetation management	1,373 / 10%	888 / 7%	1,000 / 9%	1,400 / 10%	1,400 / 10%
Number and percent of customer survey respondents rating services good or better:					
- Service requests	49 / 94%	26 / 92%	40 / 90%	45 / 90%	50 / 90%
- Street sweeping ⁽⁵⁾	396 / 90%	205 / 83%	100 / 85%	80 / 90%	90 / 90%
- Traffic ⁽⁶⁾	41 / 90%	36 / 85%	35 / 95%	50 / 90%	50 / 90%
Number of accidents (includes pedestrian and bicyclists)	318	232	280	280	280
Number and Percent of Road Miles, by type, with Pavement Condition Index greater than established baseline:					
- Primary (55 and above)	68 / 68%	72 / 79%	76 / 76%	65 / 65%	65 / 65%
- Secondary (40 and above)	159 / 76%	167 / 79%	172 / 82%	140 / 70%	140 / 70%
Number and value of road related claims	0 / \$0	0 / \$0	0 / \$0	0 / \$0	0 / \$0

(1) Road Maintenance "Project Preparation Work" includes all activities associated with contracted reconstruction work on a road, including pipe replacements, crack sealing, digouts, patching low spots, and shoulder backing when resurfacing has been completed.

(2) Primary Roads are defined as County maintained roads that are major thoroughfares and streets or the only road servicing a particular area. Secondary Roads are defined as all other roads.

(3) "Traffic Service Requests" are defined as requests that result in investigations/site visits, work orders for repairs, development of petitions or traffic data, and other miscellaneous requests where effort continues beyond the initial contact to the Road Operations Section.

(4) Modified work is defined as temporary job tasks or job assignments that may be performed safely by employees whose physical capacities to perform their usual and customary jobs have been impaired as the result of a work-related injury.

(5) Ladera and West Menlo were surveyed for street sweeping services in FY 2004-05; Broadmoor was surveyed in FY 2005-06; and the Moss Beach area will be surveyed in FY 2006-07.

(6) The Road Operations Section began surveying citizens who accessed Traffic Services in December 2004.

Road Construction and Operations (4520P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	68.0	69.0	70.0	70.0		70.0
Funded FTE	68.0	69.0	70.0	70.0		70.0
Total Requirements	21,823,412	22,886,562	23,450,862	23,622,782	171,920	24,034,020
Total Sources	22,874,677	23,974,527	23,450,862	23,622,782	171,920	24,034,020
Net County Cost	(1,051,264)	(1,087,965)				

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by reimbursements from other departments and outside agencies.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Year Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: reductions in interest earned based on a decline in Fund Balance; reductions in gas tax based on current year actuals; and an increase in new permit fees. Expenditures and corresponding revenue, fund balance and contingencies related to road design and construction projects are decreased based on projected project levels. The prior year appropriation for road construction projects was eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
171,920	(413,080)	0	(415,000)	(1,000,000)	0

2. Road Reconstruction Projects

The increase in appropriations represents road projects for the South Bayside (reconstruction of various roads in North Fair Oaks), South County (reconstruction of various roads in West Menlo) and Rural Area (reconstruction of various roads damaged by slides). These road areas were selected for reconstruction to maintain the overall road system pavement condition based on data provided by the pavement management system and to address damages caused by slides.

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

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
171,920	586,920	0	(415,000)	0	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increases in negotiated salaries and benefits; the elimination of one-time prior year capital improvement projects with corresponding decreases in revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(588,762)	(588,762)	0	0	0	0

4. Road Reconstruction Projects

The increase in appropriations represents projects for the South Bayside (reconstruction of various roads in North Fair Oaks), South County (reconstruction of various roads in West Menlo) and Rural Area (reconstruction of various roads damaged by slides). These road areas were selected for reconstruction to maintain the overall road system pavement condition based on data provided by the pavement management system and to address damages caused by slides.

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

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
411,238	411,238	0	0	0	0

Public Works Department Road Fund

Public Works Department Road Fund**Recommended Services FY 2007-08****The following projects, equipment and plant improvements are budgeted for FY 2007-08****MAJOR MAINTENANCE IMPROVEMENTS**

ADA Improvements		\$75,000		
Maintenance - Accidents		\$10,000		
Maintenance - Bridges		\$10,000		
General Maintenance		\$7,551,340	Subtotal:	\$7,646,340

OTHER MAINTENANCE PROJECTS

Countywide	Slurry/chip seal various roads	\$1,460,000		
Countywide	Culvert replacements	\$70,000		
Countywide	Pave unpaved ditches	\$125,000		
Countywide	NPDES - maintenance projects	\$110,000	Subtotal:	\$1,765,000

MAJOR MAINTENANCE PROJECTS**TOTAL: \$9,411,340****General Engineering/Administration**

Contingencies		\$400,000		
Overhead		\$750,000		
Grant Applications		\$20,000		
Pavement Management		\$100,000		
Judgements		\$200,000		
Maintenance Road Records		\$400,000		
Traffic Counts		\$200,000		
Undistributed Services and Supplies		\$1,100,000	TOTAL:	\$3,170,000

MAJOR CONSTRUCTION PROJECTS**Resurfacing Projects**

Coastside	Various roads	\$1,000,000		
Bayside	County's portion of Bay Road	\$135,000	Subtotal:	\$1,135,000

Reconstruction Projects

Coastside	Various roads in Princeton-by-the-Sea	\$220,000		
South Bayside	Various roads in North Fair Oaks	\$570,000		
South County	Various roads in West Menlo	\$270,000	Subtotal:	\$1,060,000

Public Works Department Road Fund**Recommended Services FY 2007-08**

Safety Projects				
Countywide	Intersection investigations	\$50,000	Subtotal:	\$50,000
All Other Projects				
Countywide	All other projects	\$814,048	Subtotal:	\$814,048
MAJOR CONSTRUCTION PROJECTS			TOTAL:	\$3,059,048
CONTRIBUTIONS / AID TO CITIES				
Woodside (City/County Agreement)	Bear Gulch Road maintenance	\$4,000		
Belmont	Los Costanos development plan	\$225,000	TOTAL:	\$229,000
REIMBURSABLE OTHER SERVICES				
Services to Other Agencies		\$543,686	TOTAL:	\$543,686
EQUIPMENT AND PLANT				
Pneumatic Roller		\$143,318		
Wheel Loaders		\$532,977		
XL Dozer		\$181,460		
Track Loader		\$229,982		
Motor Grader		\$312,804		
Equipment Maintenance		\$2,521,727	TOTAL:	\$3,922,268
TOTAL FOR FY 2007-08				\$20,335,342

Public Works Department Road Fund**Recommended Services FY 2008-09**

The following projects, equipment and plant improvements are budgeted for FY 2008-09				
MAJOR MAINTENANCE IMPROVEMENTS				
ADA Improvements		\$75,000		
Maintenance - Accidents		\$10,000		
Maintenance - Bridges		\$10,000		
General Maintenance		\$7,693,682	Subtotal:	\$7,788,682
OTHER MAINTENANCE PROJECTS				
Countywide	Slurry/chip seal various roads	\$590,000		
Countywide	Culvert replacements	\$125,000		

Public Works Department Road Fund**Recommended Services FY 2008-09**

Countywide	Pave unpaved ditches	\$100,000		
Countywide	NPDES - maintenance projects	\$110,000		
Mid-coast	Various drainage improvements	\$70,000	Subtotal:	\$995,000
MAJOR MAINTENANCE PROJECTS			TOTAL:	\$8,783,682
General Engineering/Administration				
Contingencies		\$400,000		
Overhead		\$750,000		
Grant Applications		\$20,000		
Pavement Management		\$100,000		
Judgements		\$200,000		
Maintenance Road Records		\$400,000		
Traffic Counts		\$200,000		
Undistributed Services and Supplies		\$1,100,000	TOTAL:	\$3,170,000
MAJOR CONSTRUCTION PROJECTS				
Resurfacing Projects				
Coastside		\$250,000		
Bayside		\$925,000	Subtotal:	\$1,175,000
Reconstruction Projects				
South County	Various roads in West Menlo	\$910,000		
South Bayside	Various roads in North Fair Oaks	\$515,000		
Mid-Coast Urban	Various roads	\$500,000		
Mid-Peninsula	Various roads	\$390,000	Subtotal:	\$2,315,000
Safety Projects				
Countywide	Intersection investigations	\$50,000	Subtotal:	\$50,000
All Other Projects				
Countywide	All other projects	\$528,066	Subtotal:	\$528,066
MAJOR CONSTRUCTION PROJECTS			TOTAL:	\$4,068,066
CONTRIBUTIONS / AID TO CITIES				
Woodside (City/County Agreement)	Bear Gulch Road Maintenance	\$4,000		
Belmont	Los Costanos Development Plan	\$225,000	TOTAL:	\$229,000

Public Works Department Road Fund**Recommended Services FY 2008-09**

REIMBURSABLE OTHER SERVICES				
Services to Other Agencies		\$560,982	TOTAL:	\$560,982
EQUIPMENT AND PLANT				
Replacement				
Equipment Maintenance		\$2,599,850		
Chip Seal		\$255,000		
One-ton Dump Trucks		\$120,00	TOTAL:	\$2,934,850
TOTAL FOR FY 2008-09				\$19,746,580

Roadway Improvement Fund

The following projects are budgeted for FY 2007-08		
MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
South Bayside	Resurfacing of various roads in North Fair Oaks	\$230,000
South County	Resurfacing of various roads in West Menlo Park	\$200,000
Mid Coast Urban	Drainage Improvements in Montara	\$1,000,000
Rural	Reconstruction of various roads damaged by slides	\$200,000
Emerald Lake	Reconstruction of various roads	\$135,000
TOTAL:		\$1,765,000

The following projects are budgeted for FY 2008-09		
MAJOR RECONSTRUCTION AND RESURFACING PROJECTS		
Mid-Peninsula	Resurfacing of various roads in San Mateo Highlands	\$150,000
South Bayside	Resurfacing of various roads in North Fair Oaks	\$230,000
Emerald Lake	Resurfacing of various roads in Emerald Lake Hills	\$135,000
South County	Resurfacing of various roads in West Menlo Park	\$200,000
Mid Coast Urban	Drainage improvement	\$1,000,000
North County	Reconstruction of various roads	\$2000,000
TOTAL:		\$1,765,000

Construction Services (4740P)

Program Locator

County

Community Services

Department of Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

► Construction Services

Vehicle and Equipment Services

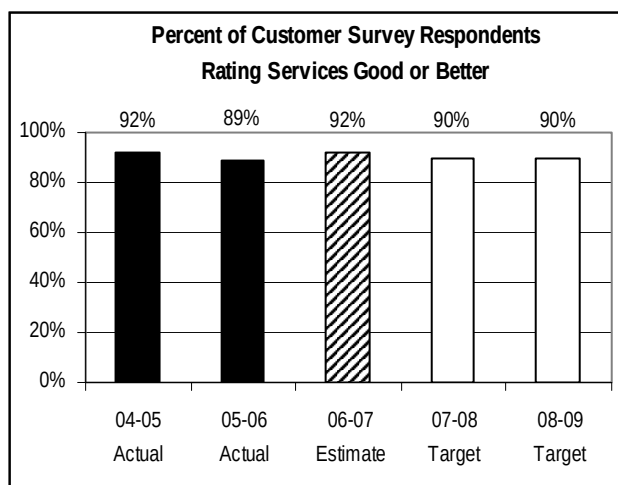
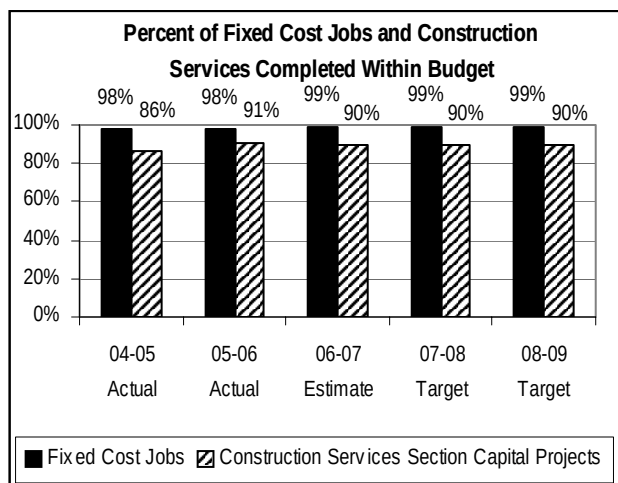
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Construction Services Program provides professional, effective and responsive construction and related services to various County departments and other public agencies to ensure accessible and safe environments for the public and County employees.

Services and Accomplishments

The Construction Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: providing repair, renovation and other construction services combined with a mixture of building maintenance services to County departments and other agencies on a fee for service basis. The program also provides maintenance to nine lighting districts and graffiti abatement services in unincorporated North Fair Oaks as well as the cities of Menlo Park, Atherton and Millbrae. These services are funded with County Service Area 8 revenue and contractual agreements with the previously identified cities.

The following are major accomplishments in the current year:

- Completed over 1,200 requests for services, provided 260 construction cost estimates, were assigned 40 capital improvement projects, responded to and repaired 2,000 street lighting outages and abated over 1,100 graffiti sites
- Fully incorporated all services into the Facilities Customer Service Center (FCSC) and the Computerized Maintenance Management System (CMMS) in order to track all incoming requests for services, track time spent, monitor progress and completion, perform preventative maintenance through the Electrical Apparatus Maintenance System and more accurately tracked performance measures
- Provided routine maintenance of the Colma Creek Restoration Project as well as annual maintenance of the Cupids Row Flood Mitigation Project
- Participated in traffic signal maintenance in cooperation with both the Engineering and Roads Sections of Public Works
- Assumed responsibility for maintenance of County-owned flood control pump stations located in San Bruno, East Palo Alto, Redwood City (unincorporated), and San Carlos Airport as well as responsibility for the operation of all County emergency power systems including Information Services Department radio sites, County Government Center, and California Department of Forestry and Fire Protection (CDF) stations
- Added an equipment mechanic position to perform generator and pump station maintenance
- Assumed responsibility for the maintenance of various County life safety systems such as the fire alarm systems, the card key access systems, and security camera surveillance system
- Successfully completed remodels related to the County reorganization. These included the Board of Supervisors Offices, County Manager's Office, Office of Emergency Services, Controller's Office, and 911 Dispatch

- Completed remodel of the 2nd Floor of County Office Building One for the Planning and Building Department
- Worked closely with Engineering Services on the mitigation of the La Honda slide including the installation of electrical, pumps, and motor controls for dewatering

Story Behind Performance

Overall customer satisfaction with the Construction Services Section (CSS) in FY 2006-07 is expected to meet and exceed the target of 90% for returned surveys rating services as good or better. The process for distribution of surveys changed with the implementation of the CMMS work request system, which resulted in a reduced response rate. Working together with Facilities Maintenance and Operations and the FCSC, an efficient and standard method of distributing and collecting customer surveys has been developed and is anticipated to increase the quantity of surveys returned.

The number of work requests is expected to increase to over 1,200 this year and will level out in FY 2007-08 and FY 2008-09 due to tracking of street lighting maintenance, graffiti abatement calls and increased preventative maintenance assignments routed through the Facilities Customer Service Center and the Computerized Maintenance Management System (CMMS). This year CSS successfully implemented the fire alarm maintenance program. The Electrical Apparatus Maintenance Program (EAMP) has been integrated into CMMS, which has improved the ability to schedule, perform and track electrical preventive maintenance activities. CSS also assumed maintenance for electrical generators and County owned flood control pump stations.

Expectations are that the number of capital projects assigned will hold steady over the next two fiscal years with 40 currently assigned for FY 2006-07. The percentage of fixed cost projects completed within budget remains on target, and the quantity of multi-trade projects has increased.

The percent of fixed cost jobs completed within budget is anticipated to slightly exceed the target of 98% due to the continued efforts of CSS staff to provide realistic estimates and use time and materials efficiently on the job.

Major challenges over the next two years will be:

- To create a tiered classification system (entry, journey level, etc.) for all construction trades associated with CSS, in cooperation with the Building Trades and Construction Council, the Human Resources Department, and the various bargaining units, that is cost neutral and incorporates existing staff
- To expand the Graffiti Abatement Program as well as other services with outside agencies with resources from participating cities
- To research services presently performed by contract that could be more efficiently and cost effectively done by CSS, such as fire sprinklers and back flow certification
- To continue to be aware of changing fiscal constraints for CSS customers and be willing to assist in developing alternative solutions to meet their needs

- To provide better customer service through improved billing, cost tracking, estimating, project monitoring, and increased interaction between the CSS Manager and the customers

Program Objectives

The Construction Services Program will meet performance targets by doing the following:

Achieve a 99% Rate of Fixed Cost Jobs Completed Within Budget

- Employ the necessary resources to support additional maintenance activities
- Make improvements to the Tower Road facilities such as parking, drainage, restrooms, equipment and making more efficient use of existing space in order to increase efficiency of the overall operations
- Continue necessary training and skills development, such as continuing education units to maintain certifications, operation and maintenance of new equipment, safety practices, and automation, to improve services and reduce costs
- Create a tiered classification or pay scale structure for carpenter, electrician and plumber positions that is cost neutral
- Explore options for addressing fire sprinkler maintenance, testing/certification and back flow prevention
- Explore opportunities to partner with project management staff on capital projects
- Attend financial reporting and budget monitoring training for supervisors and managers
- Expand duties to include the maintenance and installation of the County's card key security system

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Ensure that customers are aware of the available services through CSS, how CSS operates, and what are the adopted County building standards, by fully utilizing the Facilities Customer Service Center
- Continue to provide cost saving construction alternatives to customers
- Promote available CSS services including graffiti abatement to outside agencies
- Utilize the customer responses provided through the new survey process, as an opportunity for personal contact to explore options for improved customer service

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of work requests	853	879	1,240	1,280	1,300
Number of capital projects	39	28	38	40	42
Number of jobs estimated	236	216	280	280	300
How Well We Do It (Quality)					
Percent of fixed cost jobs completed within budget	98%	98%	99%	99%	99%
Percent of Construction Services Program capital projects completed within budget ⁽¹⁾	86%	91%	90%	90%	90%
Percent of estimated jobs assigned	66%	65%	85%	70%	72%
Is Anyone Better Off? (Outcome)					
Number and percent of customers rating service good or better	34 / 92%	34 / 89%	60 / 92%	80 / 90%	100 / 90%

⁽¹⁾ The methodology for this measure changed in FY 2004-05 to be consistent with a similar measure in the Engineering Services Program. Data now reflects only those projects actually completed during the report period instead of all assigned projects.

Construction Services (4740P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	27.0	29.0	30.0	30.0		30.0
Funded FTE	26.6	28.8	30.0	29.9	(0.1)	29.9
Total Requirements	3,985,570	3,870,804	4,868,859	4,871,752	2,893	5,031,805
Total Sources	3,985,571	3,870,804	4,868,859	4,871,752	2,893	5,031,805

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by reimbursements from other departments and outside agencies.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of negotiated labor increases; an increase in County service charges; removal of one-time expenditures; and a decrease in the Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,893	2,893	0	0	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of negotiated labor increases and corresponding revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
125,117	125,117	0	0	0	0

Vehicle and Equipment Services (4760P)

Program Locator

County

Community Services

Department of Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services



Vehicle and Equipment Services

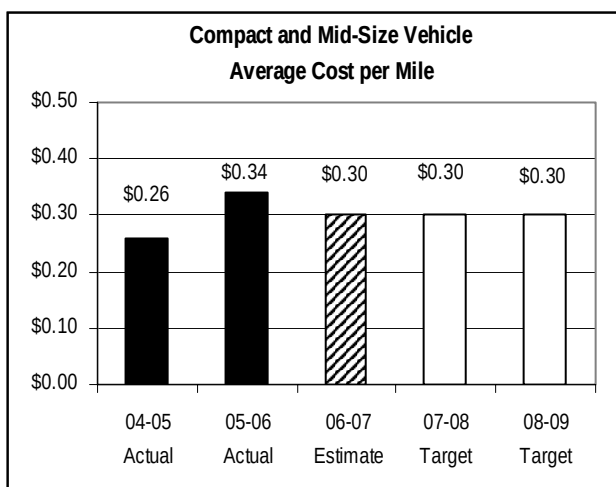
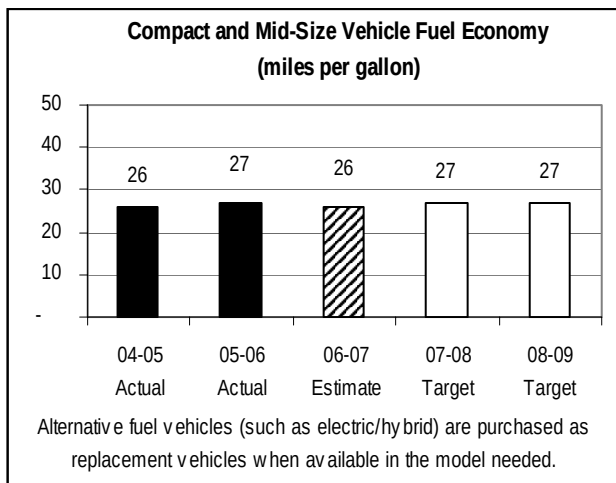
Waste Management and Environmental Services

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

Vehicle and Equipment Services provides procurement, maintenance and repair services in a quality, professional and cost-effective manner to ensure safe and reliable vehicles and equipment for County agencies.

Services and Accomplishments

The Vehicle and Equipment Services Program (VESS) contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government through the following activities: providing fleet and equipment acquisition, replacement, maintenance and repair and fuel services to all County agencies.

The following are major accomplishments in the current year:

- Expanded the alternate fuel vehicle program to include replacement of older small pickup trucks in pool and assigned vehicle classes with hybrid pickup trucks
- Continued to expand training opportunities to assure employees have the knowledge and skills to service, maintain and perform diagnostic work on hybrid vehicles
- Developed a succession plan partnership with employees and had three successful promotions at two locations
- Upgraded the fueling system from Gasboy to Fuelpoint at all six fueling locations and retrofitted vehicles with informational modules to read and transfer information
- Worked with the Human Resources Department to establish a more flexible staffing pattern for the auto service worker series
- Applied to the Bay Area Air Quality Board for grant funding to acquire low emission off-road construction equipment
- Installed catalytic particulate filters on all off-road diesel engines to comply with CARB tier III emission standards
- Acquired and improved County-owned property to use for much needed parking and storage at Tower Road

Story Behind Performance

The Vehicle and Equipment Services Program continues to focus on efforts to maintain the average cost per mile at a level comparable to the industry standard. VESS has an aggressive and well organized preventive maintenance program as well as an effective vehicle replacement program; both are reviewed regularly and adjustments made if necessary. During the past year VESS implemented the new Fuelpoint system to assure accurate mileage and fuel consumption tracking as well as provide safeguards against unauthorized use. These efforts, combined with good monitoring and reporting procedures, have helped the program to keep costs down and remain close to the nationwide average in spite of the higher cost of fuel in California.

Utilizing existing resources effectively and exploring alternate funding will also be a major focus this year. VESS is seeking to offset the cost of replacing some older off-road diesel vehicles and

equipment for the Road Maintenance section by applying for a \$1 million grant from the Bay Area Air Quality Management District. For the motor pools, low- and no-cost materials were used to transform vacant County- owned property at Tower Road into a new parking and storage area; fencing from the old Hillcrest facility was re-used, dirt from new excavation was brought in, and chip seal from roads projects was recycled rather than disposed in a landfill. The program is also moving forward to assure current staff is qualified to service and maintain the Ultra Low Emissions Vehicles (ULEV) and Zero Emissions Vehicles (ZEV) that will no longer be covered by manufacturer warranty.

VESS continues to explore options for incorporating alternate fuel vehicles into the fleet. Mid-size hybrid cars have been added to the vehicle acquisition and replacement program, and it's expected that small pickup trucks will be added this year. Along with efforts to add different classes of vehicles the program was successful in FY 2006-07 in securing a state bid that included 30 more hybrid and alternate fuel vehicles than anticipated. This will enhance the ability to reach and maintain the new goal of 27 miles per gallon average fuel economy. VESS also plans to research the viability of acquiring Fuel Cell Vehicles (FCV) when they become available. Customer satisfaction remains high as VESS continues to be responsive to customer needs and a rating well above 90% of services rated as good or better is expected. Demand for pool cars continues to rise as fuel prices remain high, and staff has been successful in providing the additional services required. When it became apparent that some customers were reluctant to drive the newer Hybrids, VESS created a simple cheat-sheet of operating instructions and made a practice of offering brief "how to" sessions when checking out the cars. To more fully utilize employee skills and knowledge, VESS developed a succession plan that includes on-the-job-training and mentoring, specialty technical training from manufacturers and vendors, and County-sponsored interpersonal and leadership training.

Major challenges over the next two years will be:

- To maintain the current cost per mile at a level that is comparable to the nationwide industry standard
- To keep acquisition and replacement schedules on track for diesel vehicles at the same time that costs are expected to increase by \$12,000 per unit in 2009
- To implement the bar coding system for repair orders by assessing and correcting software issues with the current cost accounting system

Program Objectives

The Vehicle and Equipment Services Program will meet performance targets by doing the following:

Maintain the Cost per Mile at or Below \$0.30 per Mile

- Offset increased fuel costs with continued acquisition of alternate fuel vehicles
- Continue an aggressive preventive maintenance program by monitoring vehicle and equipment repair history

- Implement bar coding system for repair orders

Increase the Average Fuel Economy to 27 Miles per Gallon

- Replace older vehicles with hybrids and alternate fuel vehicles
- Incorporate hybrid pickup trucks and additional mid-size vehicles into the fleet

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Provide accurate and timely information to customers regarding vehicle replacement reserves
- Research and provide staff training necessary to service, maintain and repair new types and classes of vehicles
- Complete the installation of a wash rack at the Belmont motor pool

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of fleet vehicles (pool and assigned) ⁽¹⁾	727	723	735	730	730
Number completed:					
- Preventive maintenances	1,810	2,344	1,900	2,000	2,000
- Scheduled repairs	1,458	1,204	1,400	1,350	1,350
- Unscheduled repairs	355	265	250	240	240
Number of Ultra Low Emission Vehicles (ULEV) or Zero Emission Vehicles (ZEV) of total fleet	169	179	247	260	270
How Well We Do It (Quality)					
Ratio of preventive maintenances and scheduled repair costs to unscheduled repair costs	18:1	22:1	18.5:1	18:1	19:1
Cost per mile for compact and mid-size vehicles purchased within the past two years ⁽²⁾ :					
- San Mateo County	\$0.26	\$0.34	\$0.30	\$0.30	\$0.30
- Industry standard	\$0.27	\$0.32	\$0.28	\$0.28	\$0.28
Percent of fleet purchases annually that are ULEV or ZEV ⁽³⁾	18%	19%	50%	15%	15%
Percent of total fleet that are ULEV or ZEV	24%	27%	28%	28%	29%
Is Anyone Better Off? (Outcome)					
Compact and mid-size vehicle average fuel economy (includes ULEVs and ZEVs)	26 miles per gallon	27 miles per gallon	26 miles per gallon	27 miles per gallon	27 miles per gallon
Number and percent of customers rating services good or better	127 / 99%	140 / 99%	125 / 98%	120 / 90%	120 / 90%

⁽¹⁾ Reducing the number of vehicles was a recommendation in the Internal Service Fund audit and should result in lower costs while still covering demand 95% of the time.

⁽²⁾ The industry standard benchmark is calculated on new cars, therefore, calculations average cost per mile using the same criteria.

⁽³⁾ Current state recommendation is at least 10%.

Vehicle and Equipment Services (4760P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	26.0	25.0	24.0	24.0		24.0
Funded FTE	26.0	25.0	24.0	24.0		24.0
Total Requirements	13,734,673	14,807,561	12,420,353	14,084,503	1,664,150	13,142,213
Total Sources	12,683,407	13,719,596	12,420,353	14,084,503	1,664,150	13,142,213
Net County Cost	1,051,266	1,087,965				

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from other departments receiving services from this unit.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; deletion of one-time purchases with an offsetting increase in Reserves; an increase in revenue due to an increase in mileage rates; and increases in fuel and vehicle repair costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
664,150	(2,849,907)	21,899	3,492,158	0	0

2. Annual Vehicle Replacement - Lease and Assigned

Thirty-six assigned vehicles that meet the required replacement cycle will be purchased including: 12 Sheriff Patrol cars; and 23 leased vehicles that will be replaced with 11 conventional vehicles and 12 hybrids.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,796,000	0	(1,796,000)	0	0

3. Road Equipment Replacement

Equipment that has exhausted its useful life will be replaced with funding in part with a grant from the Bay Area Air Quality Management District.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,000,000	1,400,541	(400,541)	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,664,150	346,634	(378,642)	1,696,158	0	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; the elimination of prior year one-time purchases with corresponding decreases in revenue; and an adjustment to Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(942,290)	(3,095,616)	357,326	1,796,000	0	0

5. Annual Vehicle Replacement – Lease and Assigned and Motor Pool

Replacement of 49 conventional assigned vehicles that meet the required replacement cycle; 14 hybrid vehicles; 12 Sheriff Patrol cars; four leased vehicles; three conventional motor pool vehicles; and one motor pool van will be replaced with a hybrid vehicle.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,219,500	0	(2,219,500)	0	0

6. Road Equipment Replacement

Purchase of equipment that has exhausted its useful life will be replaced.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	375,000	(375,000)	0	0	0

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(942,290)	(501,116)	(17,674)	(423,500)	0	0

Waste Management (4820P)

Program Locator

County

Community Services

Department of Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

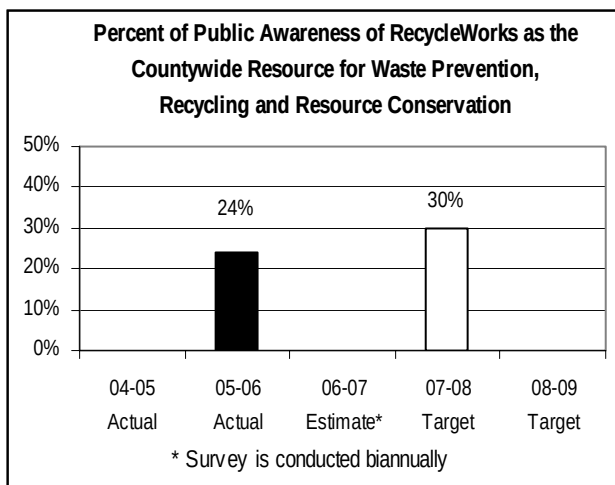
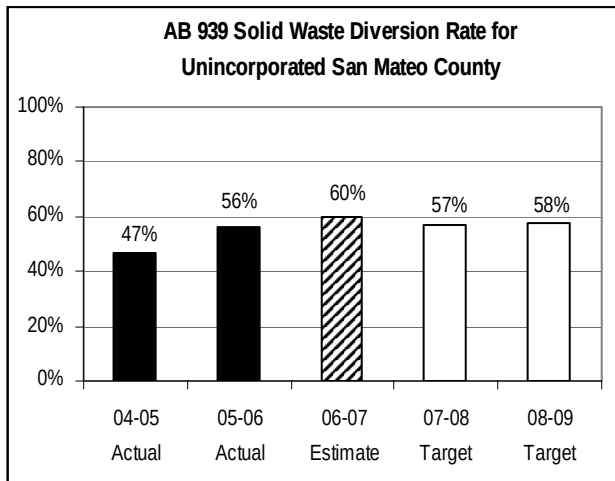
► **Waste Management and Environmental Services**

Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

Waste Management and Environmental Services (RecycleWorks) creates, promotes and delivers programs which promote recycling, composting, waste prevention, procurement, sustainability, green building and public outreach. These programs aid County facilities, residents, businesses, schools and visitors in the unincorporated area of the County and, when appropriate, throughout San Mateo County to encourage, facilitate and achieve resource conservation and the practice of responsible environmental stewardship and to maintain compliance with the Integrated Waste Management Act (AB 939).

Services and Accomplishments

The Waste Management and Environmental Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by designing RecycleWorks programs that will reduce the amount of solid waste that would otherwise be landfilled, achieve and maintain 50% solid waste diversion compliance per the requirements of the AB939 mandate, which sets forth clear waste diversion goals for all cities and counties in California, and promote resource conservation behaviors and environmental stewardship in San Mateo County.

The following are major accomplishments in the current year:

- Implemented new recycling programs for several unincorporated schools, large venue events, County facilities, businesses, and construction sites
- Delivered workshops, trainings, and presentations on recycling, waste reduction, composting and green building to schools, architects, engineers, gardeners, clubs, and the general public
- Developed a Construction Waste Management Policy for County-initiated projects, which reduces the need to landfill reusable building materials and encourages reuse to expand salvage opportunities
- Partnered with Coyote Point Museum, Sustainable San Mateo County and other entities on an encore Green Dollhouse Exhibit to encourage green building
- Created a Reduction/Resource Conservation and Educational Grants Program that will reduce waste, conserve natural resources and help inform underserved populations in the County
- Worked in partnership with the Facilities Maintenance and Operations Section in designing a Utility Management software system to track, evaluate, and reduce energy use in County facilities, which reduces CO₂ emissions
- Collaborated with members of a recycling subcommittee to co-sponsor a Countywide "Swap Meet" to promote reuse opportunities for San Mateo County multi-family dwellings
- Recruited for and filled four vacant positions, including the section manager, two supervisors, and one program specialist

Story Behind Performance

RecycleWorks underwent a major transition in FY 2006-07 due to the section manager's retirement as well as both program supervisor positions becoming vacant. This, along with the retirements of other key management employees in the department, resulted in a loss of overall institutional knowledge. These changes delayed implementation of planned programs as new staff was brought on board and trained, but also brought about unique opportunities to bring new perspectives and experiences and realign positions to meet the program goals and objectives of the section.

The mandate of AB 939, "The Integrated Waste Management Act" is the core of the RecycleWorks Program and each RecycleWorks priority affects the waste diversion rate for unincorporated San Mateo County. In 2005, the amount of waste disposed from the unincorporated areas continued to decrease and the County reached a diversion goal of 56%. Diversion rates for 2006 are calculated in 2007 when data becomes available from the state. Opportunities to make a difference through collaborative efforts with other departments, agencies, haulers or programs are identified and utilized, as these can often provide the largest reductions in the amount of waste disposed.

The program has a strong Countywide outreach program that consists of a website, hotline, and publications; a schools program; a backyard composting program; a County facilities program; and a green building program. These services have been integrated into and make up a fundamental part of each city's own recycling program. The Master Composter program trained 25 new RecycleWorks "ambassadors" (volunteers), who then teach composting in their communities, which furthers the RecycleWorks' messages of resource conservation in the community. RecycleWorks identifies and collaborates on projects that engage the public in resource conservation issues. Three projects conducted in the fall of 2006 were the encore Green Dollhouse Exhibit at Coyote Point Museum, the County-wide Swap Meet, and the City/County Association of Governments (C/CAG) Utilities Sustainability Task Force. These projects offered opportunities for promoting our message of building green, encouraging the reuse of unwanted materials, and reducing energy use within the County.

The County facility program continues to improve recycling at County facilities by providing technical assistance and the appropriate recycling containers to each department. This program has created and distributed outreach materials to educate, inspire, and increase diversion opportunities. A Construction Waste Management Policy was passed in the winter of 2006 for County facilities construction projects. This policy encourages reuse, salvage opportunities, and recycling of building materials for any new construction projects at County facilities.

In FY 2006-07, the program collaborated with the Environmental Health Department on educating other city and County staff on the pending sunset of the Department Toxic Substance Control (DTSC) California Universal Waste Rule R-97-08. This rule passed by the DTSC presented a unique problem for all agencies to identify and educate businesses and residents on locations to recycle their

universal waste as these materials are no longer allowed in the landfill.

The Green Building program worked with County Facilities Maintenance and Operations to partner with Energy Watch to conduct a survey of energy use at all County owned and leased facilities. These efforts have helped to implement a software program to track energy use, evaluate the data and make recommendations for energy reduction measures. As a result of this survey, a number of lighting retrofit projects occurred at County buildings in Redwood City. These projects aided the County to reduce energy use and meet the CO₂ reduction resolution adopted by the Board of Supervisors in November 2005. On average, for every kilowatt-hour of energy reduced, there is a decrease of approximately .69 pound of CO₂ emitted into the atmosphere.

RecycleWorks' success is related to the ability of the program to stay connected with community organizations and to seize opportunities. RecycleWorks will continue to implement new programs in the unincorporated areas, County facilities, and at facilities that directly affect our AB 939 diversion rate.

Major challenges over the next two years will be:

- To continue to realign and manage an expanding scope of program responsibilities in sustainability while maintaining high standards of excellent service to an increasing number of interested residents, businesses, schools and County facilities
- To improve and influence waste diversion at facilities that have an impact on the County's diversion rate but where the program has an advisory role only, such as San Francisco International Airport and the San Francisco Jail
- To minimize any negative effects of new legislative and regulatory changes on program outcomes
- To respond constructively and efficiently to changing conditions caused by new hauler contracts, recyclers, service providers and any other external influences

Program Objectives

The Waste Management and Environmental Services Program will meet performance targets by doing the following:

Maintain and Surpass the AB 939 Target of 50% Diversion

- Collaborate with other County departments to provide technical assistance to address their unique waste streams, to continue to meet the AB 939 goals
- Continue to partner with Facilities Maintenance and Operations, the C/CAG Utilities Task Force, and Sustainable Silicon Valley to reduce CO₂ emissions for the County
- Coordinate and provide recycling, waste reduction, composting, green building promotion and information, technical assistance and outreach to unincorporated area businesses, residents, underserved populations and schools
- Influence waste diversion practices and programs of agencies and facilities that are not within the program's direct jurisdiction, but can have an impact on the County's diversion rate

Maintain 30% Level of Public Awareness of RecycleWorks as the
Countywide Resource for Conservation Issues

- Perform periodic surveys to measure performance and effectiveness
- Provide training and monetary assistance through grants to enable others to teach or advocate resource conservation
- Take advantage of collaborative opportunities to increase awareness of waste reduction, recycling, composting, green building and sustainability and to encourage action within San Mateo County

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of website visits to the County's RecycleWorks.org website ⁽¹⁾	128,192	327,872	425,000	480,000	550,000
Number of programs implemented that reduce waste or conserve resources (data development)	---	34	25	34	36
How Well We Do It (Quality)					
Percent of public awareness in San Mateo County of RecycleWorks as the Countywide resource for waste prevention, recycling and resource conservation issues ⁽²⁾	---	24%	---	30%	---
Percent of RecycleWorks hotline customers served well	100%	100%	95%	95%	95%
Is Anyone Better Off? (Outcome)					
AB939 solid waste diversion rate for unincorporated San Mateo County	47%	56%	60	57%	58%

⁽¹⁾ Improving the ability of the software to accurately provide a relevant measure of "productive" visits to the website has lowered the basis of counts; the website is actually receiving more usage over time and the declining numbers just represent the software changes.

⁽²⁾ The percent of correct responses given during bi-annual random telephone surveys is used to determine the level of public awareness.

Waste Management (4820P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	10.0	10.0	8.0	8.0		8.0
Funded FTE	9.4	9.9	7.9	7.9		7.9
Total Requirements	17,294,841	16,840,444	14,501,776	12,096,181	(2,405,595)	9,540,932
Total Sources	17,294,842	16,840,444	14,501,776	12,096,181	(2,405,595)	9,540,932

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenues from the Solid Waste Fund and other miscellaneous revenues.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: annualization of negotiated labor increases; a reduction in revenue from franchise fees; a reduction for the contribution to the Child Health Initiative; an increase in the contribution to the OES HazMat Program; increases in contract expenses; deletion of one-time purchases; and a reduction in Reserves and Fund Balance.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,405,595)	(1,516,787)	0	(888,808)	0	0

2. Deconstruction of Juvenile Hall

The demolition of the old juvenile hall facilities will include a deconstruction phase to remove recyclable and reusable materials prior to demolition. This will reduce the quantity of demolition waste to be disposed. These funds will be used to augment existing funds earmarked for the demolition of these facilities.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	75,000	0	(75,000)	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,405,595)	(1,441,787)	0	(963,808)	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increase in salary and benefits costs to cover negotiated labor increases; a reduction in revenue from franchise fees; a reduction in revenue from interest earned due to declining Fund Balance; and decreases for prior year contract expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,555,249)	(1,270,099)	0	(1,285,150)	0	0

Transportation Services (4830P)

Program Locator

County

Community Services

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

Waste Management and Environmental Services

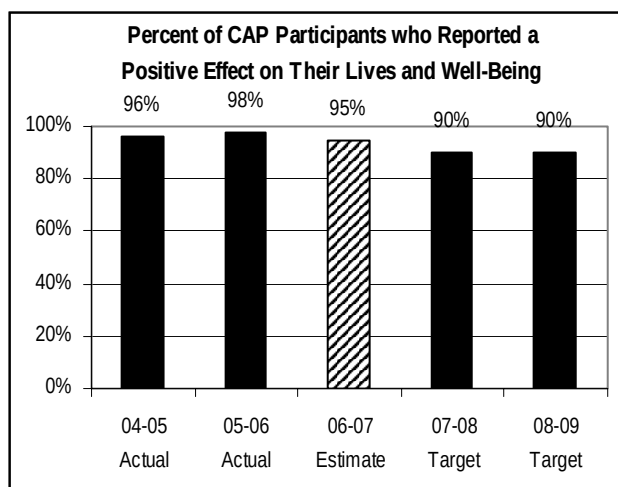
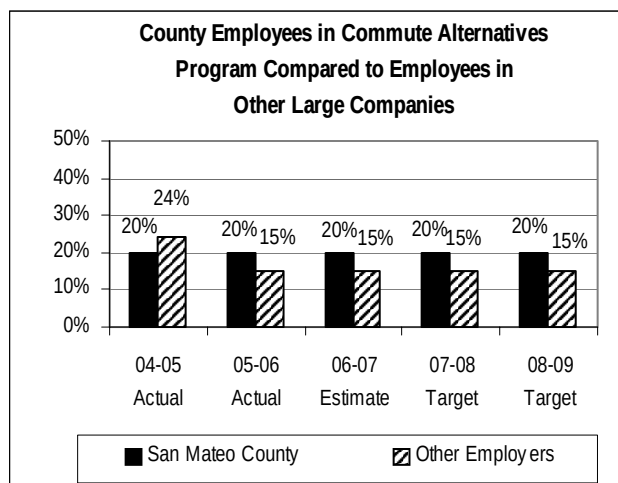


Transportation Services

Utilities, Flood Control and Natural Resources

Airports

Headline Measures



Program Outcome Statement

The Transportation Services Program improves the movement of people and goods in San Mateo County and improves the environment by implementing with cities and transportation agencies, programs, transportation services and capital projects that have regional significance, to preserve a high quality of life in the County.

Services and Accomplishments

The Transportation Services Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by planning and coordinating improvements to local transportation programs. The program also designs and implements programs that assist County employees commuting to and from work using methods that conserve energy and improve air quality.

The following are major accomplishments in the current year:

- Made a positive effect on the lives and well-being of 97.6% of the Commute Alternative Program (CAP) participants based on survey responses
- Implemented a vehicle registration fee in San Mateo County and provided funding to the cities and the County to support congestion management and stormwater pollution prevention programs
- Implemented an interactive website where Commute Alternative Program participants can register, order transit tickets, and request various subsidies on-line
- Implemented a ramp metering program on U.S. 101 southbound to alleviate commute hour traffic conditions

Story Behind Performance

The CAP has had consistent increases in participation over the last two years after experiencing declines of one to nine percent in the prior three years. Greater traffic congestion from the improved economy combined with the cost of fuel has made driving alone less attractive. The number of new participants continues to exceed the number of participants leaving the program.

The participants in the CAP for the first half of FY 2006-07 represents a slight decrease (5.7% or 64 individuals) over FY 2005-06. The estimated year end projection however, is that the FY 2006-07 target will be attained due to a traditional increase in numbers in the spring when the weather improves. The program will likely meet the FY 2006-07 target, without implementing a \$35 increase in subsidy allowed by the Federal Government as a tax-free benefit (maximum of \$110 per month). It is unlikely that CAP will maintain this number without the added subsidy because transit providers have increased fares and reduced service levels. In FY 2006-07 these fares will again increase by an average of 7% in addition to significant increases that were enacted last year. Also, if the

economy begins to decline, there will be less traffic congestion and driving alone to work will become more attractive.

A 2006 survey of 551 program participants (out of 1120) showed that most users (97.6%) feel that the CAP has improved their work experience, well being, and financial situation. The CAP is exceeding the participation rate of other large companies in the region that offer similar programs. As comparative employers are located close to transit, San Mateo County has many facilities that are not accessible to transit. The CAP will explore ways to address this issue and to make carpools and vanpools more attractive. A priorities in the upcoming year will be to work with the Peninsula Traffic Congestion Relief Alliance, SamTrans, and Caltrain to identify new commuting options for County workers located at the Tower Road campus. With the completion of the new Youth Services Center and the increased number of workers, there may be sufficient individuals to qualify for a new transit connection.

A priority for implementing an interactive website to make the CAP more convenient for participants was established in FY 2006-07 and the website is now fully functional. Individuals are now able to register and access all of the programs from their worksite or home and has reduced paper transactions, expedited service, and is easier for participants to use. As feedback has been extremely positive, staff will continue to explore enhancements to this system.

The Transportation Services program provides staff support to the City/County Association of Governments (C/CAG) by serving as a liaison between the Metropolitan Transportation Commission, CalTrans and the California Transportation Commission. C/CAG adopted a Countywide Transportation Plan that identifies policy guidelines to address congestion issues over the next 20 years. Staff continues to work to facilitate the implementation of this plan and ensure that resources are coordinated. C/CAG has also retained a lobbyist in Sacramento to help cities and the County monitor and influence legislation.

In November 2006 the voters approved two major initiatives that will have major impacts on transportation funding. Proposition 1A will ensure that the sales tax on gasoline is used for transportation programs and Proposition 1B authorizes \$2 billion in bonds to rebuild transportation infrastructure. Staff is working with the Metropolitan Transportation Commission and the California Transportation Commission to ensure that projects in San Mateo County receive funding from these two sources.

The Half Cent Transportation Fund is the main source of revenue for the Transportation Services Section. It pays for the CAP, roadway projects in the unincorporated areas, as well as other County programs, however, the Fund Balance will likely be fully depleted at the end of FY 2006-07. Also, the Road Fund (proceeds from the excise tax on fuel) has been steadily declining as the need for road improvements is increasing. The Board of Supervisors recently adopted a plan to ensure that the Half Cent Fund is only used for projects that are most consistent with its intended purpose. This new policy will take effect in FY 2007-08 and will discontinue the use of the fund for various health, human services, and criminal justice programs.

Major challenges over the next two years will be:

- To continue the development of promotion efforts to encourage the use of alternative commuting methods to save money, reduce stress, improve the environment and the health of commuters
- To expand access to CAP through the internet by further enhancing the web-based system including an automatic reminder for ticket ordering deadlines, ability to pay for tickets on-line, and additional links to other commute programs available for County workers
- To utilize lobbying in Sacramento to secure transportation funding and ensure that San Mateo County local jurisdictions receive appropriate shares of funding
- To monitor the newly implemented ramp metering on US-101 (south of CA Hwy 92) and to establish this program on the northern stretch of US-101 and I-280 north of I-380 in order to manage and reduce traffic congestion
- To begin restoring the fund balance in the Half Cent Transportation Fund and devote a greater portion of these funds to roadway improvements
- To identify new commuting options for County workers located at the Tower Road campus

Program Objectives

The Transportation Services Program will meet performance targets by doing the following:

Maintain parity between the County and other employers for participation rates in CAP

- Maintain the current high participation rate and improve accessibility to program services
- Continue marketing efforts, including those that focus on benefits to the environment and to personal finances
- Enhance the interactive website where individuals can find out about commute options and register to use the program by adding new functions that have been requested by participants
- Consider increasing the subsidy for transit tickets and vanpool participation, to the federal maximum of \$110 per month to stabilize program participation rates, and reduce paperwork by eliminating the large number of small checks that participants submit to cover the cost of the transit tickets that exceed the current \$75 subsidy
- Explore the creation of new commuting options for County workers located at the Tower Road campus

Maintain a Customer Satisfaction Rating of at Least 90% for the Commute Alternatives Program

- Explore changes to the requirements for the bike, walk, and carpool programs to increase participation rates
- Explore methods for allowing participants to pay for transit tickets through the internet and avoid having to mail in check payments

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Average monthly number of County employees served in the Commute Alternatives Program	1,043	1,120	1,140	1,140	1,140
- Vanpool	40	16	16	16	16
- Transit tickets	768	855	875	875	875
- Carpool	205	225	225	225	225
- Bike/walk	30	25	22	22	22
How Well We Do It (Quality)					
Commute Alternatives Program cost per participant per quarter ⁽¹⁾	\$216	\$214	\$245	\$245	\$250
Is Anyone Better Off? (Outcome)					
Number of new Commute Alternatives Program participants	98	127	100	100	100
Number and percent of survey respondents (participants) who reported that the Commute Alternatives Program had a positive effect on their lives and well-being	580 / 96%	551 / 98%	520 / 95%	520 / 90%	520 / 90%
Percent participation of County employees in Commute Alternatives Program as compared to percent employee participation in large companies ⁽²⁾					
- San Mateo County (SMC)	20%	20%	20%	20%	20%
- Other large employers in SMC	24%	15%	15%	15%	15%

⁽¹⁾ The cost per participant is projected to rise due to the increase in transit subsidies, negotiated salary and benefit increases, and start-up costs for the new program website.

⁽²⁾ Different source data was identified in FY 2005-06 that better reflects companies with programs similar to San Mateo County.

Transportation Services (4830P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	5.0	6.0	6.0	6.0		6.0
Funded FTE	4.8	6.0	6.0	6.0		6.0
Total Requirements	5,099,547	4,157,108	3,263,712	2,254,819	(1,008,893)	2,286,959
Total Sources	5,099,547	4,157,109	3,263,712	2,254,819	(1,008,893)	2,286,959

Program Net County Cost

This Program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenues from the Half-Cent Transportation Fund and other miscellaneous revenues.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases and removal of one-time project costs and associated revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(1,008,893)	(1,008,893)	0	0	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases and removal of one-time project costs and associated revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
32,140	32,140	0	0	0	0

Utilities (4840B)

Program Locator

County

Community Services

Department of Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

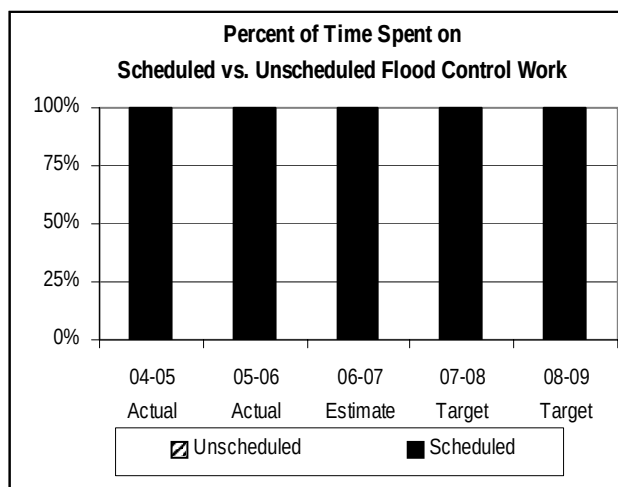
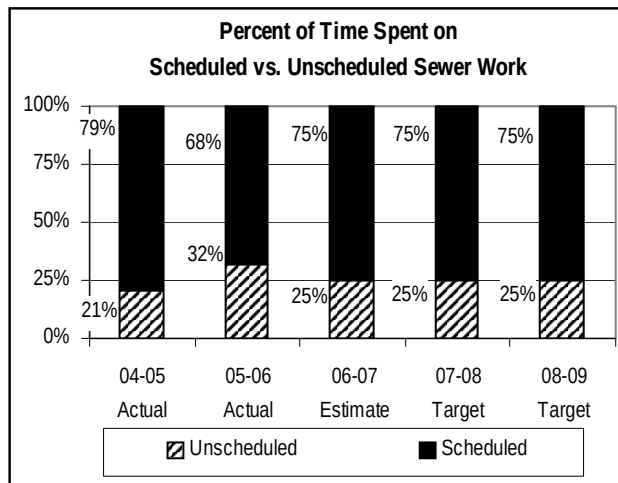
Waste Management and Environmental Services

Transportation Services

► **Utilities, Flood Control and Natural Resources**

Airports

Headline Measures



Program Outcome Statement

The goals of the Utilities, Flood Control and Watershed Protection Program are to:

- Reduce the risk of injury and property damage in a major flood event by planning, designing, constructing and maintaining flood control facilities within established flood control zones
- Ensure public health by maintaining facilities to transport sewage emanating from properties located within ten sewer/ sanitation districts to sewage treatment plants for processing and disposal
- Improve nighttime visibility and safety for the general public by maintaining streetlights in eleven lighting districts
- Provide customers with an adequate supply of safe drinking water by operating and maintaining small water systems in La Honda and Pescadero
- Assist staff in Public Works to comply with requirements of federal, state and local regulatory agencies and to implement natural resource conservation practices

Services and Accomplishments

The Utilities, Flood Control and Watershed Protection Program contributes to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by offering a variety of services including sewer service, streetlights, water service, flood protection, drainage facilities and services to protect the water quality of many County watersheds.

The program manages the flood control facilities of the flood control zones to ensure they are functional and free of obstructions, by coordinating and managing required maintenance, working to implement the design and construction of new flood control facilities, identifying opportunities to secure outside funding to help finance construction of flood control projects, providing customer assistance regarding district facilities and projects, and participating in public meetings to provide information about district activities. The program manages the facilities such that residents and businesses are provided with protection of life and property from flood conditions.

The program manages ten sewer districts within County unincorporated areas and portions of cities within the County. District customers are provided with reliable sanitary sewer systems, responsible emergency assistance, environmentally sensitive sewage treatment and disposal, and competent, courteous customer service. The program is also responsible for: evaluating rate structures to effectively finance the maintenance of the sewer districts, treatment of sewage, and financing the district's proportionate share of downstream agencies' capital improvement projects; generating invoices for reimbursable costs in accordance with agreements between the districts and other agencies; setting and interpreting sewer policies; providing plan reviews for sewer projects within the districts; maintaining and updating standard drawings; and working to facilitate the annexation of properties into districts.

The program manages 11 street lighting districts within the County. The section is in daily contact with the Construction Services Program, which provides field maintenance for the lights. The districts provide street lighting to a variety of areas including suburban and rural settings, as well as varied climates such as ocean, mountainous, north County, and bayside areas. There are a variety of issues to address on a daily basis because the locations served by the districts widely vary. Some of the issues include: varied light styles; differing concentrations of lights; participation in underground districts; installation of additional lights; required maintenance due to climactic issues; protecting facilities from vandalism; and responding to the public when lights are reported out. The lighting districts are managed such that residents and businesses within lighting districts are provided with enhanced safety through efficient and responsive customer service.

The program manages four County Service Areas (CSAs); two CSAs provide residents and businesses in two small communities with adequate and reliable supplies of high quality water. Providing this service includes ensuring that required water quality testing is performed, regular maintenance occurs, meter reading and billing is completed in accordance with a specific schedule, and customer service is provided in a timely and courteous manner. This section is in regular contact with the Facilities Maintenance Program, which provides field maintenance and activities for the two CSAs. One CSA finances street lighting to a community in the same manner as provided in the lighting districts, and the other CSA provides fire protection and garbage and recycling collection services.

The program manages eight drainage maintenance districts within various areas of the County to provide reliable storm drain systems through efficient maintenance, repair and responsive customer service. The program coordinates with Road Construction and Operations to provide service as required to district facilities.

The program manages watershed protection activities for the department. Some of the roles include: participating in the environmental permitting process for department projects; performing field inspections during construction to assure compliance with permits; coordinating with the Planning Department and other agencies on permitting issues; determining the impacts of new environmental regulations; coordinating with other departments to comply with the County's National Pollutant Discharge Elimination System (NPDES) permit; working to procure grant funding for watershed protection projects; and developing road maintenance standards that are environmentally sensitive. The County is unique and special as it has varied terrain and is bordered by the ocean and bay. The program strives to protect and enhance the qualities of the environment for current and future generations.

The following are major accomplishments in the current year:

- Performed regular maintenance activities for the habitat creation and enhancement project as a mitigation measure on Colma Creek
- Developed a maintenance matrix to be applied to the sections of San Bruno Channel maintained by the flood control district

- Obtained permits and performed sediment and vegetation removal on the Cupids Row portion of San Bruno Channel
- Realigned staffing to meet the technical and customer workloads; hired a watershed protection specialist to fill a position vacated during the fiscal year; and filled vacant positions on the sewer crew to fully staff the crew
- Completed construction of a sewer capital improvement project in the Fair Oaks District
- Continued to prepare work orders for scheduled sewer preventative maintenance that integrated the Computerized Maintenance Management System (CMMS) with Geographic Information System (GIS) mapping to indicate areas for work to be performed
- Methodically determined sewer service charge rates for the districts to adequately finance the district's financial obligations
- Implemented the CMMS and GIS for the 11 street lighting districts for streetlight repairs

Story Behind Performance

Flood Control

Flood Control activities are financed through the flood control zones of the San Mateo County Flood Control District, which were established for some bayside watersheds in the County prior to the passage of Proposition 13.

The maintenance responsibilities of the Colma Creek Flood Control Zone continue to increase as channel construction, which provides 50-year flood protection, is completed. The district has continued to work with the permitting agencies to develop acceptable methods for maintaining the channel while meeting district maintenance standards and permitting agency requirements such that work can be scheduled. During the last fiscal year the District received a five-year permit from the California Department of Fish and Game for maintenance.

The San Francisquito Creek Zone (Zone) is continuing to finance a portion of the San Francisquito Creek Joint Powers Authority (SFCJPA), which is working with the Army Corps of Engineers to study a project to improve flood protection for the cities of Menlo Park, East Palo Alto, and Palo Alto. The zone's participation includes attending SFCJPA meetings and actively participating by providing input and review of creek issues. The zone has allocated money to be used as matching funds for an Army Corps of Engineers sponsored project, which remains in the feasibility phase.

The San Bruno Creek Flood Control Zone (SBCFCZ) continues to maintain San Bruno Creek which channels water through San Francisco International Airport property. The SBCFCZ's maintenance activities are complicated by the presence of the San Francisco garter snake and the California red legged frog that have inhabited the flood control channel and environs, necessitating state and federal permits to maintain the channel. The SBCFCZ has received annual permits for limited sediment removal and vegetation clearing and continues to work with the permitting agencies to establish long-term maintenance permits for the channel, which will

describe allowable work, monitoring requirements, and permit conditions.

Colma Creek and San Bruno Channel are monitored on a quarterly basis. The inspections of Colma Creek are performed with staff from the City of South San Francisco such that code enforcement issues can be identified and addressed by the city. All of the maintenance work performed for the zones was scheduled work.

Utilities

Lighting - The program continues to meet performance goals for responding to streetlight repairs. During FY 2006-07 the districts implemented the use of new maps using GIS and implemented CMMS to schedule and track streetlight repairs. The number of streetlights maintained by the districts has decreased for FY 2007-08 as the City of East Palo Alto assumed maintenance responsibility for the streetlights within their jurisdiction, subsequent to the transfer of the Ravenswood Highway Lighting District to the City.

Sewer - The number of sewer connections in the districts will continue to slowly and steadily increase as properties are subdivided and vacant properties are developed. The districts allocated resources to determine the required funding and corresponding sewer service charges for FY 2006-07 to support regulatory requirements, operations and maintenance costs, treatment, and system improvements. The recommended rates were not, however, approved for any of the districts and one district levied a majority protest, which meant that based on Proposition 218 the sewer service charge rates could not be increased from the rates for the previous fiscal year. The districts are working to inform their customers of the need to increase rates and the importance of appropriate sewer system maintenance and sewage treatment. The requirements of Proposition 218 have increased the complexity of increasing rates for sewer service. The districts are implementing programs to reduce the number of Sanitary Sewer Overflows (reportable sewer overflows) from the systems to comply with state requirements and the Clean Water Act to reduce pollutants in the environment. The districts have continued to utilize the CMMS and the GIS to manage the sewer systems through appropriate and timely preventative maintenance activities as well as programming necessary system repairs. Through the use of these tools and strategies, more time will be spent on scheduled preventative maintenance work and necessary repairs, in an effort to reduce the number of reportable sewer overflows.

Water - Minor system upgrades in CSA #7 (La Honda) continue to be evaluated for financial feasibility, while continuing to improve the integrity of the water distribution system. The estimated cost to replace the 70-year-old water system exceeds \$1,500,000. Monitoring activities will continue on the existing well in CSA #11 (Pescadero) as it continues to produce good quality water as well as meet the required water quality monitoring and annual reporting of test results to customers.

Watershed Protection - Watershed Protection continues to group numerous work sites into defined projects in an effort to reduce the paperwork, time, and resources required to obtain permits.

Generally, as the number of sites included in a project increase, the hours required to process each site decreases. Many of the permits obtained are for Road Fund projects. Permit requirements continue to increase as agency review time has also increased, which has lengthened the time required to obtain permits for department projects. Time continues to be spent working to procure long term permits for maintenance of flood control channels (Colma Creek and San Bruno Creek). The program continues to evaluate culverts based on their condition and environmental impacts and this activity is anticipated to remain constant based on the number of inspections already performed. Watershed Protection continues to aid all divisions of the department in meeting the associated regulatory requirements to avoid regulatory violations. Watershed Protection worked with Engineering Services and the Parks Department to successfully bid and construct two sediment reduction projects in County parks. The program also works with other County departments to meet the requirements of the County's NPDES permit and the County's goals for watershed protection.

Major challenges over the next two years will be:

- To prioritize required work in all special districts where the state has diverted property taxes to fund the state budget; capital improvement and repair projects may need to be delayed due to the reduction in tax revenue
- To increase the sanitary sewer service charge rates and effectively communicate to the districts' customers the need for additional revenue to adequately fund system maintenance and upgrades, increases in treatment costs, regulatory requirements, and the districts' proportionate share of downstream improvements
- To continue regular communication with sewer and sanitation agencies that provide services to the districts to determine proposed projects or fee increases which will affect the districts' financial outlook
- To continue implementation of the regional and state water board's regulatory requirements for Sanitary System Management Plans for all districts in accordance with the required schedule, while financial resources have declined and the financial obligations of the districts continue to increase
- To continue to address the age and condition of sewer mains while meeting the financial obligations incurred by the districts for sewage treatment, disposal, and downstream improvements
- To continue addressing complicated maintenance activities and obtain approvals from various regulatory agencies in the SBCFCZ due to the presence of the California red-legged frog and the San Francisco garter snake
- To obtain approval from the permitting agencies for a long term maintenance plan for Colma Creek
- To obtain approval from the permitting agencies for routine road maintenance type projects within an acceptable timeline as permit applications continue to increase in complexity, permit approval timelines have lengthened, and permit requirements have increased

Program Objectives

The Utilities, Flood Control and Watershed Protection Program will meet performance targets by doing the following:

Spend 75% of Time on Scheduled Sewer Work

- Complete implementation and revise, as needed, the Sanitary System Management Plan for the sewer districts in conformance with the schedule provided by the state
- Review, revise, and update documents pertaining to legal authority of districts to reduce infiltration/inflow into the systems and requirements for proper construction of sewer facilities
- Update district maps to reflect field conditions, improvement projects, and correct inaccuracies in existing maps
- Review sanitary sewer service charge rates and funding to assure they provide adequate revenue to meet the districts' financial obligations and pay for needed system improvements
- Review and modify, when needed, preventative maintenance activities to assure that the prioritization of system preventative maintenance remains appropriate for the districts
- Implement a program that is financially feasible and appropriate for inspecting each districts' infrastructure to obtain condition information and provide a method to proactively correct system deficiencies
- Provide regular training for staff in collection system operations, maintenance, and monitoring
- Participate in an outreach program for customers and contractors to educate them on proper practices and the importance of preventing blockages in sewer laterals and mains
- Review and modify, when needed, district standards and testing methods to assure they are appropriate and meet current standards

Achieve a 100% Rate of Scheduled Work for Flood Control

- Continue work on developing and permitting a long-term maintenance plan for San Bruno Creek Flood Control Zone
- Continue working with the permitting agencies to obtain a long-term maintenance plan permit for the improved channel sections in Colma Creek
- Continue performing regular inspections of San Bruno Creek and Colma Creek in accordance with the maintenance plans
- Perform maintenance as required and in compliance with the maintenance plans for San Bruno Creek and Colma Creek
- Continue performing regular maintenance of the Colma Creek habitat creation and enhancement project in accordance with established maintenance plan to promote continued success of the enhancement project

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of streetlights maintained ⁽¹⁾	2,894	2,920	2,921	2,103	2,103
Number of properties served by County sewer districts	11,354	11,376	11,384	11,394	11,402
Number of projects and sites submitted for environmental review ⁽²⁾ :					
- Projects	29	28	25	25	25
- Sites	243	68	60	60	60
Total number of cross culverts inspected in rural areas ⁽³⁾	105	19	40	100	100
Miles of flood control channel maintained (data development)	---	8.0	7.7	7.7	7.7
How Well We Do It (Quality)					
Percent of streetlights repaired within ten days	97%	94%	95%	95%	95%
Number of inspected cross culverts repaired or replaced	---	30	20	20	20
Hours incurred per environmental submittal:					
- Projects	43	40	40	40	40
- Sites	6	8	10	10	10
Percent of time spent on scheduled vs. unscheduled work:					
- Scheduled sewer work	79%	68%	75%	75%	75%
- Unscheduled sewer work	21%	32%	25%	25%	25%
- Scheduled flood control work	100%	100%	100%	100%	100%
- Unscheduled flood control work	0%	0%	0%	0%	0%
Is Anyone Better Off? (Outcome)					
Number of regulatory violations	1	0	0	0	0
Number of reportable sewer overflows ⁽⁴⁾					
- 1,000 gallons or more	0	1	0	0	0
- Between 100 and 999 gallons	---	7	15	14	14
Number of projects permitted	20	27	25	25	25
Number and percent of customers rating services good or better for Sewer services	78 / 99%	36 / 100%	25 / 95%	25 / 90%	25 / 90%

- (1) A decrease is expected in FY 2007-08 when the Ravenswood Highway Lighting District is transferred to the City of East Palo Alto.
- (2) Sites inspected are expected to stabilize at lower numbers as related activities become grouped under one permit.
- (3) Inspections decreased in FY 2005-06 as staff began to focus on repairing and replacing culverts that have already been inspected and found to need improvement.
- (4) A change in reporting requirements beginning in FY 2005-06 requires tracking and reporting sewer overflows less than 1,000 gallons.

Utilities (4840B)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	13.0	15.0	15.0	15.0		15.0
Funded FTE	13.0	15.0	15.0	15.0		15.0
Total Requirements	46,817,322	44,387,501	40,151,409	41,971,399	1,819,990	39,788,738
Total Sources	47,006,163	44,777,035	40,272,115	42,092,105	1,819,990	39,909,444
Net County Cost	(188,841)	(389,534)	(120,706)	(120,706)		(120,706)
NCC Breakdown						
Non-Mandated Services			(120,706)	(120,706)		(120,706)

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost as operations are fully funded by charges to users. The program has a negative Net County Cost of \$120,706 as a result of excess Cable Television franchise agreement revenues over expenditures and Fund Balance which offsets Net County Cost in other department programs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: increase in operating revenue; increase in Worker's Compensation charges due to increase in experience rate; annualization of negotiated labor increases; increases in on-going project expenses; deletion of one-time Fixed Assets purchases; deletion of one time project costs and reimbursements from other agencies; increase in Property Taxes; increase in Reserves for future projects; and offsetting adjustments in Fund Balance and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,819,990	(2,328,205)	(13,309)	4,161,504	0	0

2. San Francisquito Creek Joint Powers Authority (SFCJPA)

The San Francisquito Creek Flood Control Zone budget includes this year's commitment \$1,000,000 for the district's share of the cost of an Army Corps of Engineers General Investigation (GI) study for flood damage and ecosystem restoration authorized by Congress. The Santa Clara Valley Water District will match the flood control district's total commitment of \$1,500,000. The study will be performed under the auspices of the San Francisquito Creek Joint Powers Authority.

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

3. Sewer Capital Improvement Master Plan

Public Works completed an evaluation of the sewer infrastructure in the nine County Sewer/Sanitation Districts in 2000. The intent is to replace sewer mains because of a lack of capacity, structural failure in the sewer mains, or because of high maintenance costs on a pay-as-you-go basis. This budget includes the following projects to replace sewer mains: Fair Oaks Sewer and Spot Repair Project (structural failure) – Rutherford Avenue (\$100,000); and Emerald Lake Heights (main failure due to landslides) – Park Road and Springdale Way (\$379,000).

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	479,000	0	(479,000)	0	0

4. Colma Creek Flood Control Project

Channel improvements from Spruce Avenue to San Mateo Avenue and for raising the San Mateo Avenue Bridge were recently completed. This project is for design efforts for a floodwall between Utah Avenue and the navigable slough and is funded from the Colma Creek Flood Control Zone revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	500,000	0	(500,000)	0	0

5. Colma Highway Lighting District Project

The Colma Highway Lighting District is working collaboratively with the Town of Colma, the City of Daly City, and utility companies to place existing overhead utilities (electricity, cable and telephone) underground along a portion of El Camino Real. The project will place new streetlights within the district's portion of the project and place the streetlight wires underground.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	150,000	0	(150,000)	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,819,990	(199,205)	(13,309)	2,032,504	0	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; decrease in interest earned; increase in sewer service charges; deletion of one-time contract expenditures; deletion of one-time fixed asset purchases and projects; and decrease in Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,211,611)	(1,731,070)	(41,304)	(439,237)	0	0

7. Colma Creek Flood Control Project

Channel improvements from Spruce Avenue to San Mateo Avenue and for raising the San Mateo Avenue Bridge were recently completed. This project is for design efforts for a floodwall between Utah Avenue and the navigable slough and will not be completed in FY 2007-08. The project is funded from the Colma Creek Flood Control Zone revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	500,000	0	(500,000)	0	0

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,211,611)	(1,231,070)	(41,304)	(939,237)	0	0

Airports (4850P)

Program Locator

County

Community Services

Public Works

Administrative Services

Engineering Services

Facilities Maintenance and Operations

Road Construction and Operations

Construction Services

Vehicle and Equipment Services

Waste Management and Environmental Services

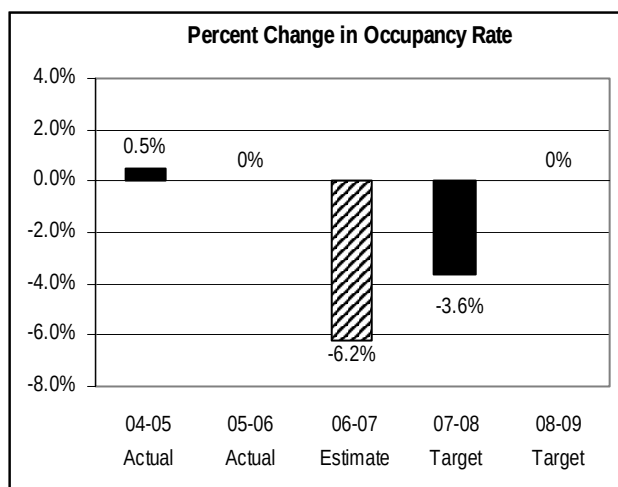
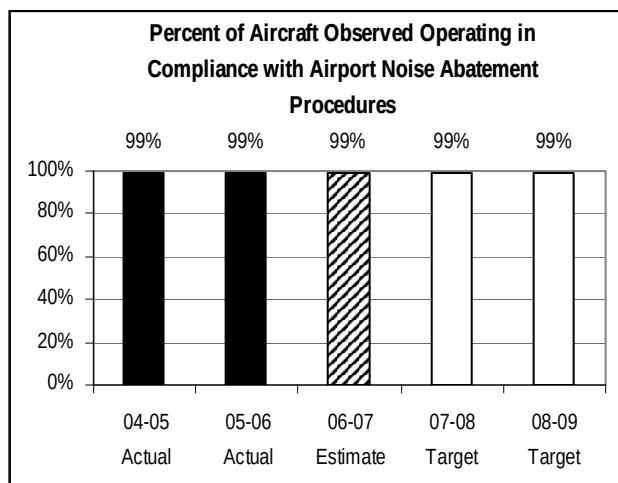
Transportation Services

Utilities, Flood Control and Natural Resources



Airports

Headline Measures



Program Outcome Statement

The Airports Program operates and maintains the San Carlos and Half Moon Bay Airports in order to provide airport users, tenants, pilots, visitors, outside agencies, employees and the community with the highest level of airport services and benefits in a safe, responsive, economical and cooperative manner.

Services and Accomplishments

Airports contribute to the goals of the Shared Vision 2010 commitment to be a Responsive, Effective and Collaborative Government by operating the San Carlos and Half Moon Bay Airports in partnership with the Federal Aviation Administration (FAA) and the State of California Division of Aeronautics (State). Airport staff are responsible for maintaining facilities and equipment; managing tenant and business contracts and agreements; ensuring compliance with FAA, State and local regulations and safety practices; implementing and monitoring security procedures; and administering the airports noise abatement program.

The following are major accomplishments in the current year:

- Constructed safety and maintenance improvements at San Carlos Airport totaling \$3,060,000, 95% of which was paid for through federal and state grant funds
- Implemented the FAA's Letter-of-Credit electronic grant reimbursement system for more timely and efficient processing of FAA grant reimbursement payments and to ensure the highest level of grant eligibility
- Received an FAA airport improvement grant in the amount of \$1,598,500 for safety, security and infrastructure improvements at the Half Moon Bay Airport
- Completed final project plans and specifications for the construction of 42 new hangars and 29 T-shelters at San Carlos Airport
- Remodeled the restrooms at the Half Moon Bay Airport Terminal Building to comply with ADA guidelines and requirements
- Replaced the sanitary sewer line for the San Carlos Airport terminal building to resolve sewage backups in the terminal building and restrooms
- Finalized an agreement with Mavericks Surf Ventures, Inc., to allow spectator vehicle parking at the Half Moon Bay Airport during their annual surf contest to help alleviate traffic and access concerns in the community and provide an additional source of revenue to the airport
- Resurfaced and re-striped the main terminal building parking lot at San Carlos Airport
- Worked with Chevron and the County Health Department to ensure the successful removal and clean-up of Chevron's contaminated fuel tanks and pipelines at San Carlos Airport
- Enhanced the safety of flight operations at Half Moon Bay Airport with the final FAA certification of a new 24-hour Automated Weather Observing System (AWOS)

Story Behind Performance

The Program continues to be responsive to the concerns of residents surrounding the airports related to aircraft noise impacts and continues to enhance the Airport Noise Abatement Programs. Pilot compliance with voluntary noise abatement procedures remains high at 99%, and the program worked with the air traffic controllers at San Carlos Airport to develop additional procedures that further increase pilot awareness and compliance with the noise abatement procedures. The Program continues to provide quality maintenance services for airport facilities and implement customer requested improvements. These continued improvements and initiatives are expected to sustain a 90% customer satisfaction rating.

The program constructed safety and maintenance improvements at San Carlos Airport with \$3,000,000 in federal and state grants funds including the construction of stopways at both ends of the runway, overlay and remarking of the airport's runway and four parallel taxiways, drainage and lighting improvements and the installation of a 24-hour automated weather reporting system. Additionally, the FAA awarded the program an airport improvement grant in the amount of \$1,598,500 for safety, security and infrastructure improvements at the Half Moon Bay Airport, which are scheduled to be constructed in FY 2007-08.

The FAA and state airport improvement grants are funded through aviation user fees and are available to fund up to 95% of the costs for eligible safety, security and maintenance projects. Grant recipients must agree to operate their airports in compliance with federal standards and grant assurances.

The program continues to increase its financial self-sufficiency and fund reserves by developing leases, business agreements and fee structures that reflect fair-market value as required by the FAA, including the finalization of an agreement with Mavericks Surf Ventures for automobile parking at the Half Moon Bay Airport during their annual surf contest, and the development of new lease agreements for an office and hangar building which have recently reverted to County ownership at San Carlos Airport. These new agreements are expected to increase annual revenues for the program by approximately \$250,000. The number of business and charter flights continue to increase at the airports although overall aircraft operations have declined slightly over the last several years as a result of new air traffic control procedures limiting the rate of take-offs and landings during busy periods, temporary runway closures due to airport construction projects, high fuel and operating costs and the number of pilots moving to homes outside of the Bay Area.

Addressing the demand for aircraft storage hangars continues to be a high priority for the Program. Final project plans and specifications have been completed for the construction of 42 new hangars and 29 T-shelters at San Carlos Airport with construction scheduled to begin in 2007. Additionally, the Program continues to audit aircraft storage hangar accounts to ensure compliance with the Board of Supervisors hangar waiting list and aircraft airworthiness policies. The efforts have substantially shortened the wait for hangars.

Major challenges over the next two years will be:

- To complete the large number of safety, security, maintenance and infrastructure projects planned at both airports including the development of a \$5,000,000 aircraft hangars and T-shelters project at San Carlos Airport and associated funding, construction, and relocation of aircraft, in response to customer recommendations
- To continue to update outdated airport business leases and agreements and ensure that fee structures reflect fair-market value as required by the FAA to ensure continued eligibility for federal and state grants
- To maintain occupancy levels as more pilots move their homes to other areas outside of the Bay Area or sell their aircraft because of significant increases in fuel and operating costs
- To continue to provide professional, effective and responsive service to airport users, tenants, and the community as new employees continue to learn and develop the skills and experience necessary to perform their jobs at a high level
- To ensure adequate security at both airports to protect the property of customers and the County's infrastructure
- To monitor the encroachment of potentially non-compatible development in the areas surrounding the airports

Program Objectives

The Airports Program will meet performance targets by doing the following:

Maintain a 99% Noise Abatement Compliance Rate

- Continue educational efforts and aircraft noise abatement monitoring at both airports
- Publish periodic noise abatement reminders in the airport newsletter mailed to all airport tenants
- Continue to meet with neighborhood groups and individuals surrounding the airports regarding aircraft noise impacts and the airports' noise abatement efforts
- Ensure the airport flight schools' continued high level of cooperation and compliance with the noise abatement program by meeting with their chief pilots and flight instructors
- Update the airports' website with the latest noise abatement information and procedures
- Continue to meet regularly with the San Carlos Airport Air Traffic Control Tower Manager to review noise abatement issues and develop procedures to address potential concerns
- Distribute noise abatement posters and handouts to pilots and flight schools
- Continue to train new employees on aircraft monitoring standards and the airports' noise abatement program policies and procedures

Achieve an Overall Customer Satisfaction Rating of at Least 90%

- Continue to provide high-level maintenance services for airport facilities and hangars
- Complete the development of new aircraft hangars and T-shelters at San Carlos Airport

- Continue to provide increased frequency of apron sweeping patrols at both airports
- Implement landscaping improvements for the entry area at Half Moon Bay Airport

Achieve No Change in the Occupancy Rate

- Construct new aircraft hangars and T-shelters at San Carlos Airport to address the high demand for these types of facilities; the majority of individuals on the waiting list for these enclosures are existing customers using tiedowns
- Utilize the FAA and State Division of Aeronautics grant programs to fund airport safety, security, maintenance and airport improvement projects at both airports

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Total number of aircraft operations at San Carlos Airport	152,979	146,042	135,673	143,000	143,000
Total number of airport accounts	417	417	391	375	375
How Well We Do It (Quality)					
Percent change in total aircraft operation counts at San Carlos Airport vs. the average change in aircraft operation counts at other Bay Area general aviation airports ⁽¹⁾					
- San Carlos Airport	- 6.6%	- 4.5%	- 7.1%	- 4.9%	0%
- Bay Area Average	- 4.4%	- 6.4%	- 7.8%	---	---
Percent change in occupancy rate	+ 0.5%	0.0%	- 6.2%	- 3.6%	0%
Is Anyone Better Off? (Outcome)					
Number and percent of customer survey respondents rating services good or better	42 / 95%	40 / 97%	35 / 95%	35 / 90%	35 / 90%
Percent of aircraft observed operating in compliance with airport noise abatement procedures in relation to total number of aircraft observed	99%	99%	99%	99%	99%

⁽¹⁾ The average change in aircraft operation counts at other Bay Area general aviation airports is published for information only as statistics become available.

Airports (4850P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	8.0	8.0	8.0	9.0	1.0	9.0
Funded FTE	8.0	8.0	8.0	8.9	0.9	8.9
Total Requirements	5,029,177	4,730,163	8,475,706	13,653,294	5,177,588	4,393,241
Total Sources	5,029,177	4,730,164	8,475,706	13,653,294	5,177,588	4,393,241

Program Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by charges to users and state and federal revenue.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases and negotiated labor increases; increases to cover San Carlos taxes and utility payments for a newly acquired building; elimination of one-time prior year capital improvement projects with corresponding decreases in revenue; and a reduction in Reserves

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,322,010)	(4,375,199)	0	(134,626)	(187,815)	0

2. San Carlos Airport Improvements

Appropriation has been added for infrastructure improvements including apron, runway and taxiway rehabilitation, drainage, fencing and safety improvements. Construction costs will be fully offset with grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics (State) and Reserves. These improvements will enhance the safety, security and utility of the airport for airport users and prospective airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,243,463	2,320,049	0	(5,637)	70,949	0

3. Half Moon Bay Airport Improvements

Appropriation has been added for infrastructure improvements including runway rehabilitation, airfield drainage, beacon and weather reporting system installations, and safety improvements. Construction costs will be fully offset with grant funding from the Federal Aviation Administration (FAA) and State Division of Aeronautics (State) and Reserves. These improvements will enhance the safety, security and utility of the airport for airport users and prospective airport users.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,856,135	1,865,865	0	(4,865)	4,865	0

4. San Carlos Airport New Construction

Appropriation has been added for the construction of new hangars and T-shelters at San Carlos Airport as a capital improvement project to meet the needs of the airport tenants. Funding for the project will be a low interest loan from the state with the future first payment fully offset with interest earned and Reserves.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,400,000	5,400,000	0	0	0	0

5. Construction Projects Manager

Appropriation has been added for the addition of one new position of Construction Projects Manager, Unclassified. Funding for this position will be fully offset with grant funding from the Federal Aviation Administration (FAA) and Reserves. This new position will coordinate, manage and monitor airports projects and contracts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	112,001	0	0	112,001	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,177,588	5,322,716	0	(145,128)	0	1

FY 2008–09 Program Funding Adjustments

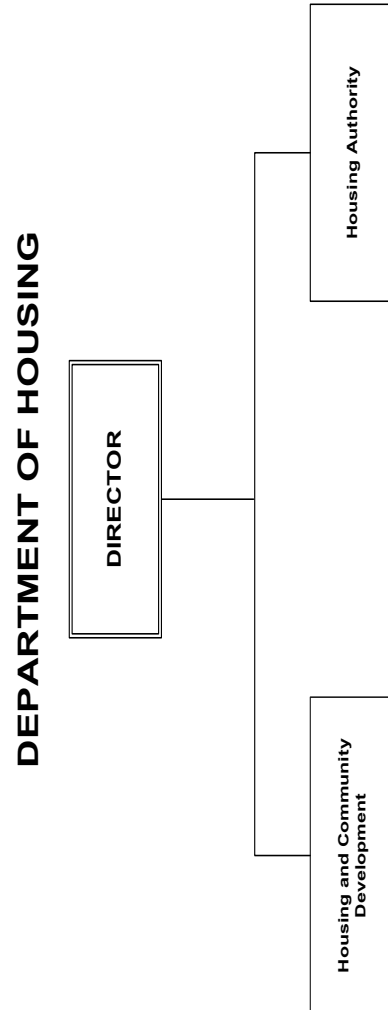
The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; the elimination of one-time prior year capital improvement projects with corresponding decreases in revenue; and a reduction in reserves.

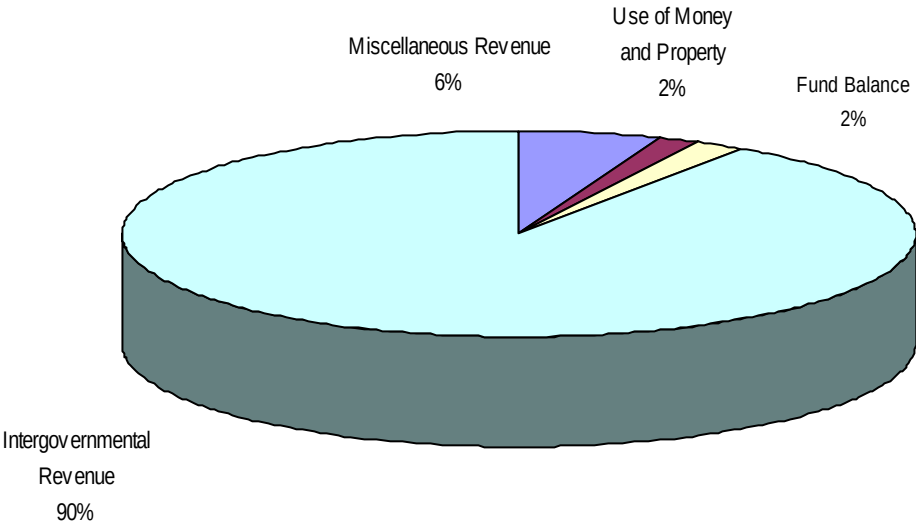
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(9,260,053)	(8,807,177)	0	(452,876)	0	0

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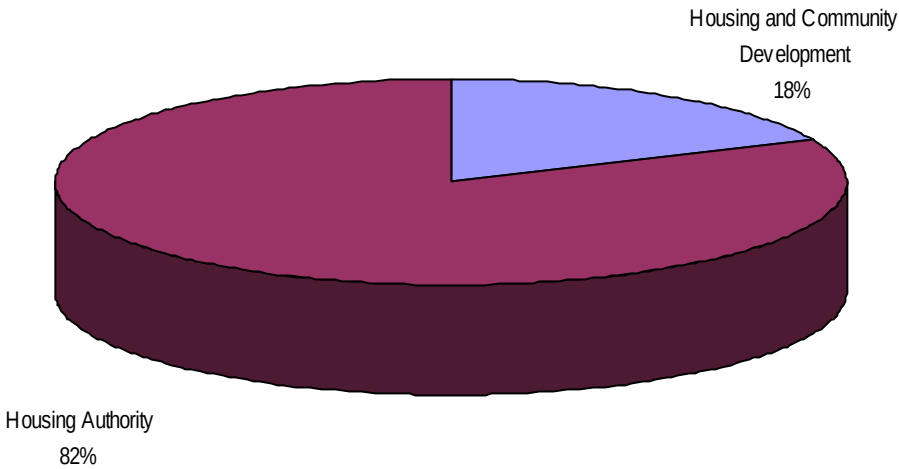


Department of Housing

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Community Services

Office of Economic Development

Public Safety Communications

Fire Services

Local Agency Formation Commission

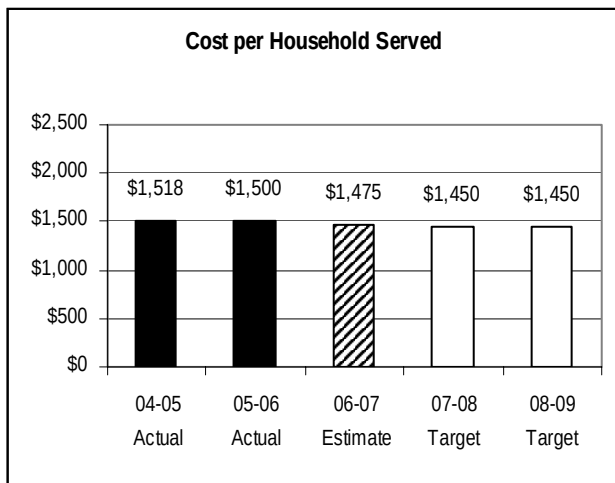
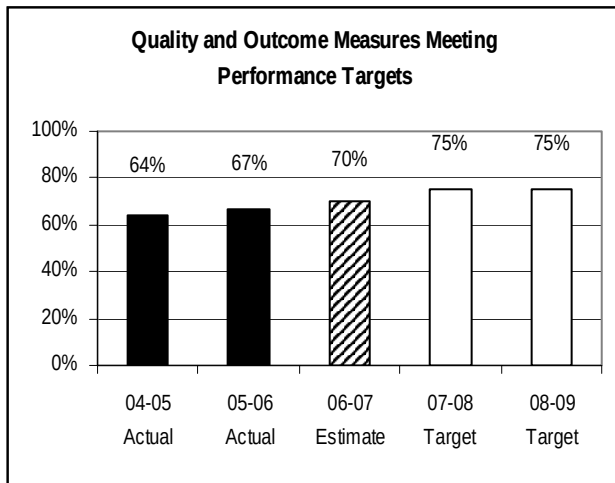
Planning and Building

Parks Department

Department of Public Works

▷ Department of Housing

Department Measures



Department Mission Statement

The Department of Housing is a catalyst for increasing access to affordable rental housing, increasing the supply of workforce housing, and supporting related community development, so that housing exists for people of all income levels and generations in San Mateo County.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

• Housing Assistance Programs

In the past decade, staff and programs now comprising the Department of Housing have provided rental, homebuyer, or housing rehabilitation assistance to over 5,000 households and have made essential contributions to the construction of new affordable housing for an additional 1,000 households.

PLACE

Redesign our Urban Environment to Increase Vitality, Expand Variety and Reduce Congestion

• Great Housing Design Anchors “Great Places”

Due to the intense public scrutiny that affordable housing developments undergo, and the large network of agencies that must cooperate, sites like Metro Center in Foster City, City Center Plaza in Redwood City, and Nugent Square in East Palo Alto, anchor locally prized “great places.”

PROSPERITY

Create Opportunities for Every Household to Participate in our Prosperity

• Housing Options Anchor Healthy Economy and Transit

Economic revitalization, housing options for a wide spectrum of occupations, and improved transit service through increased ridership in cities and key unincorporated areas.

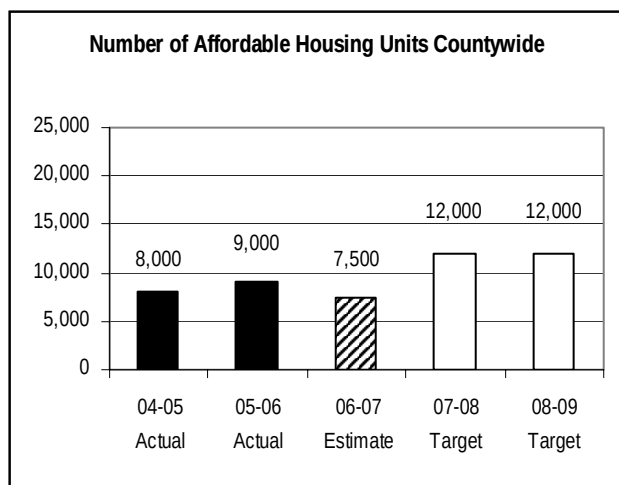
PARTNERSHIPS

Leaders Work Together Across Boundaries to Preserve and Enhance our Quality of Life

• Collaborative Housing Initiatives

Historically, almost all of the Department of Housing's programs have provided community-building services through partnerships. Federal HOME and Community Development Block Grant (CDBG) grants go to cities and non-profits. The Housing Authority provides rental assistance predominantly through private and non-profit landlords. The department will step up its efforts to develop funding and influence land-use practices favorable to housing goals through collaboratives such as the Housing Endowment and Regional Trust (HEART), the

Ten-Year Plan to End Homelessness (HOPE) initiative, and Grand Boulevard.



Major Accomplishments in FY 2006-07

Realize the Potential of our Diverse Population

- Successfully extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Moving To Work programs

Ensure Basic Health and Safety for All

- Provided critical funding for Trestle Glen Apartments, a showcase transit-oriented development at the Colma BART station
- Achieved good performance ratings from HUD for Section 8 and public housing programs

Offer a Full Range of Housing Choices

- Contributed funding to 942 affordable units in 16 sites

Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion

- Hired staff and developed workplans to implement the department's expanded charter to stimulate housing production Countywide
- Actively promoted infill housing as keystone of "placemaking" in downtowns and transit corridor

Responsive, Effective and Collaborative Government

- Provided staffing and technical assistance to HEART
- Participated actively in implementation of the HOPE initiative
- In collaboration with San Mateo County City/County Association of Governments, organized a consortium of all jurisdictions in the county to plan adequate housing capacity to accommodate growth

Major Issues to be Addressed

- **Housing Affordability Gap**—the gap between what housing costs and what the people who live, work and grow up here can afford is huge, and growing
- **Inadequate Housing Supply**—the constrained housing supply is a major factor in driving up housing costs and pushing fixed-income, entry-level and mid-workforce residents and workers out of the market
- **Lack of Consistent Local Political Support**—although a strong market apparently exists for well-designed, compact infill housing in downtowns and near transit, local political support has not emerged consistently to zone for infill housing and gain land use approvals for specific developments
- **Lack of Comprehensive Housing Strategy**—although various housing initiatives are being pursued by numerous agencies and organizations, there is no comprehensive strategy that is supported by a Countywide political constituency for implementation
- **Adapting Best Practices to Unique County Needs**—solutions to critical technical problems that have been invented in other areas have not been customized to San Mateo County's local political and statutory context

Key Department Initiatives

1. Countywide Housing Strategy

Major Issues to be Addressed:

- Lack of goal alignment and coordinated implementation of programs among the County, cities, agencies, and organizations
- Broadly appreciated Countywide measures of production progress linked to sustainability goals do not yet exist

Alignment to Shared Vision:

- Offer a Full Range of Housing Choices
- Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion
- Responsive, Effective and Collaborative Government

Goal:

- Increase infill housing production Countywide by aligning complementary efforts of public and private organizations to produce well-placed housing for households at all income levels in the community

Objectives:

- Publish strategy and implementation plan showing how much housing is needed and why, where it can go, who is doing what to produce it, and how these initiatives fit together
- Develop measurable sustainability goals and set housing production targets necessary to achieve them
- Develop integrated marketing approach to coordinate among initiatives

- Increase production rates to a level necessary to reach sustainability targets by 2025
- Increase annual funding five-fold for special needs housing

Major Milestones:

- Publish project plan for Countywide Housing Strategy
- Publish action model and inventory of current initiatives
- Publish draft strategy for stakeholder review
- Publish a readily updatable measure of housing funding
- Publish guidelines for integrated messaging
- Publish readily updatable measures of housing production
- Collect broad endorsement of strategy
- Publish refined strategy and action plan
- Establish method/body to monitor progress and update plan

Partners:

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- City/County Association of Governments (C/CAG), Housing Endowment and Regional Trust, Housing Our People Effectively, SamTrans, cities

FY 2007-08 Budget Impact:

Approximately \$500,000 in federal and other funding sources will cover staffing and other costs of both Department of Housing initiatives, with no Net County Cost.

2. Showcase Housing Solutions

Major Issues to be Addressed:

- Locally adapted demonstrations of best-practice solutions, “great places” anchored by great housing, are not sufficiently commonplace or widely diffused to stimulate replication by planners and policy makers and stimulate popular and market demand

Alignment to Shared Vision:

- Offer a Full Range of Housing Choices
- Redesign our Urban Environment to Increase Vitality, Expand Variety, and Reduce Congestion
- Responsive, Effective and Collaborative Government

Goal:

- Showcase exemplary housing solutions and, as needed, import, adapt and demonstrate best practices

Objectives:

- Encourage exemplary developments on County-owned or regulated land
- Develop tools that help local decision makers better understand infill housing requirements and implications
- Publish series of local demonstrations and adaptations of best-practice housing solutions

Major Milestones:

- Publish list of opportunity sites and areas
- Publish research and best practices to address infill housing issues
- Fund and showcase exemplary affordable housing developments along Grand Boulevard in South San Francisco
- Develop website showing initial “great places” examples
- Convene subsidy coordination group
- Secure C/CAG grant for El Camino housing planning
- Trestle Glen ground breaking at Colma BART
- Conceptual plan for Midway Village revitalization
- Identify jurisdiction for corridor overlay zone pilot project
- Show how infill development can reduce local traffic
- Demonstrate method for voluntary recycling of single-family and/or light industrial sites into more intensive mixed-use areas

Partners:

- Human Services Agency, Center on Homelessness
- Planning and Building Department
- C/CAG, Housing Endowment and Regional Trust, Housing Our People Effectively, SamTrans, cities

FY 2007-08 Budget Impact:

Approximately \$500,000 in federal and other funding sources will cover staffing and other costs of both Department of Housing initiatives, with no Net County Cost.

Other Significant Objectives by Program

The Department of Housing includes the following programs:

- Housing and Community Development
- Housing Authority

The following program objectives will significantly contribute to Departmental success (additional program level objectives are included in individual Program Plans):

Housing and Community Development

- Spearhead development of Countywide Housing Strategy
- Remodel \$50 million loan portfolio and program to increase leverage and focus on strategic priorities
- Support local, state, and federal efforts to increase overall funding for production of affordable housing

Housing Authority

- Fully utilize vouchers and public housing units
- Strengthen partnerships with cities and housing organizations
- Maximize impact of federal housing subsidies by helping local affordable housing organizations, both public and private, build equity

Department of Housing (7900B)
ALL FUNDS

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	1,024,775	1,120,441	1,176,294	1,197,814	21,520	1,197,814
Intergovernmental Revenues	73,680,206	70,312,996	72,767,634	69,790,001	(2,977,633)	70,367,741
Interfund Revenue				350,000	350,000	
Miscellaneous Revenue	3,077,044	5,053,861	4,100,618	4,160,196	59,578	4,160,196
Other Financing Sources			66,431		(66,431)	
Total Revenue	77,782,025	76,487,298	78,110,977	75,498,011	(2,612,966)	75,725,751
Fund Balance	1,968,722	84,606	650,868	1,485,477	834,609	1,485,477
TOTAL SOURCES	79,750,747	76,571,904	78,761,845	76,983,488	(1,778,357)	77,211,228
REQUIREMENTS						
Salaries and Benefits	5,535,975	4,843,792	6,030,638	6,398,896	368,258	6,626,636
Services and Supplies	2,409,283	2,359,122	2,536,702	2,853,683	316,981	2,853,683
Other Charges	71,790,776	67,748,933	69,368,651	65,861,050	(3,507,601)	65,861,050
Fixed Assets				367,644	367,644	367,644
Other Financing Uses	20,162	20,400				
Gross Appropriations	79,756,196	74,972,247	77,935,991	75,481,273	(2,454,718)	75,709,013
Intrafund Transfers	(110,785)	(36,974)				
Net Appropriations	79,645,411	74,935,273	77,935,991	75,481,273	(2,454,718)	75,709,013
Contingencies/Dept Reserves	105,337	1,636,631	825,854	825,854		825,854
Non-General Fund Reserves				676,361	676,361	676,361
TOTAL REQUIREMENTS	79,750,748	76,571,904	78,761,845	76,983,488	(1,778,357)	77,211,228
AUTHORIZED POSITIONS						
Salary Resolution	79.0	78.0	66.0	65.0	(1.0)	65.0
Funded FTE	77.8	77.5	65.3	65.0	(0.3)	65.0

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$1,778,357 or 2.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Use of Money and Property

There is an increase of \$21,520 in this funding source due to better reflect past history and current trends.

Intergovernmental Revenues

There is a decrease of \$2,977,633 in this funding source due to a decrease in the Housing and Urban Development funds.

Interfund Revenue

There is an increase of \$350,000 in this funding source due to an allocation from the County General Fund for implementation of the Management Review of the Department of Housing. The funds will be used to cover Information Services Department charges to study the feasibility of integrating the Housing Authority payroll, accounting and budget systems with the County's BRASS, IFAS and PIPS systems; enhance department website to provide dynamic and transactional information; develop a comprehensive business plan to achieve and sustain Housing Authority financial health; contract with the Human Resources Department for job class study and consulting to migrate Housing Authority employees to County positions through some combination of voluntary conversion and turnover; and consolidate office locations, construction, modular furniture and move.

Miscellaneous Revenue

There is an increase of \$59,578 in this funding source due to increased tenant payments.

Other Financing Sources

There is a decrease of \$66,431 in this funding source due to senior staff attrition.

Fund Balance

There is an increase of \$834,609 in this funding source due to FY 2006-07 closing balances.

TOTAL REQUIREMENTS

Total Requirements decreased by \$1,778,357 or 2.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$368,258 in this expenditure category due to negotiated salary increases.

Services and Supplies

There is an increase of \$316,981 in this expenditure category due to planned increases in Information Services Department charges for the Housing Authority; and \$50,000 for consultants to help develop a comprehensive business plan to achieve and sustain Housing Authority financial health. These increases are partially offset by a decrease in Housing Management salaries

Other Charges

There is a decrease of \$3,507,601 in this expenditure category. Primary decreases include: a reduction in HUD rental payments, which correlates to decreased funding; \$180,000 in internal charges to study the feasibility of integrating the Housing Authority payroll, accounting and budget systems into County systems such as PIPS, IFAS and BRASS; \$20,000 for internal charges to Information Services Department to enhance department website to provide dynamic and transactional information; \$20,000 to contract with Human Resources Department for job class study and consulting to migrate Housing Authority employees to County positions through some combination of voluntary conversion and turnover; and \$80,000 to consolidate office locations, construction, modular furniture and move.

Fixed Assets

There is an increase of \$367,644 in this expenditure category due to planned capital purchases relating to public housing projects.

Contingencies/Departmental Reserves

There is an increase of \$676,361 in this expenditure category due to additional Fund Balance being set aside in Reserves. The balance in Reserves represents 2% of Net Appropriations, which meets the County 2% reserves policy requirements.

NET COUNTY COST

The Department's FY 2007-08 Recommended Budget is not funded by the County General Fund and therefore has no Net County Cost.

FY 2008-09 Budget Overview**TOTAL SOURCES**

Total Sources increased by \$227,740 or 0.3% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$577,740 in this funding source due to an increase in the Housing and Urban Development funds.

Interfund Revenue

There is a decrease of \$350,000 in this funding source due to one-time general County funds given to be used for the implementation of County Manager Office's management review in FY 2007-08.

TOTAL REQUIREMENTS

Total Requirements increased by \$227,740 or 0.3% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$227,740 in this expenditure category due to merit increases as well as negotiated labor and benefit costs.

Contingencies/Departmental Reserves

There is no change to Reserves. The balance in Reserves represents 1.9% of Net Appropriations, which is under the County 2% reserves policy requirements by \$227,740.

NET COUNTY COST

No change.

Housing & Community Development (7920P)

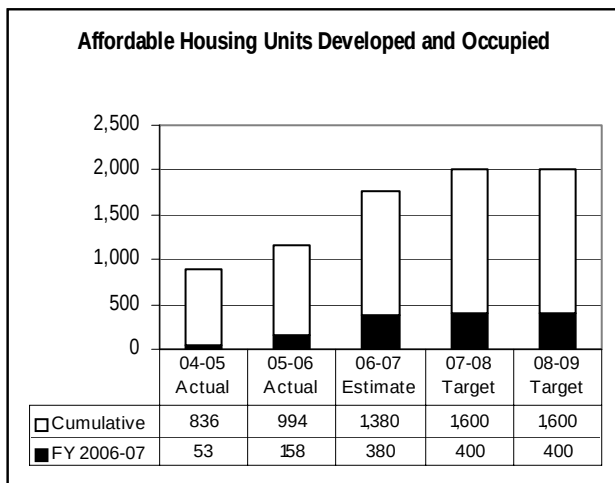
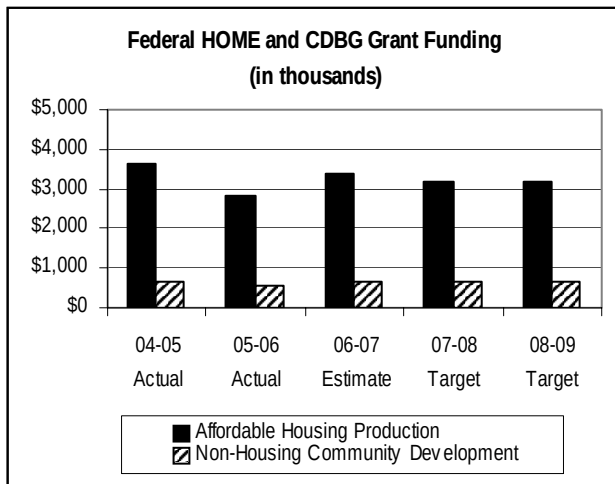
Program Locator

County

Department of Housing

▷ **Housing and Community Development**
Housing Authority

Headline Measures



Program Outcome Statement

Housing and Community Development provides financing and technical assistance for affordable housing and community development to improve the quality of life in the community for very low, low, and moderate income residents. Its programs focus on increasing the supply of low-income and workforce housing and supporting related community development.

Services and Accomplishments

The Housing and Community Development (HCD) program primarily contributes to the goals of the Shared Vision 2010 commitment to Offer a Full Range of Housing Choices by administering federal, state, and county subsidy programs, and by promoting and supporting strategic collaborations. HCD operates numerous housing subsidy programs that increase the capacity of County, city, and community organizations to develop and implement affordable housing programs; acquire or rehabilitate existing homes and rental units; and provide financial assistance to low and moderate income first-time homebuyers. Non-HCD programs include providing affordable child care and youth recreation facilities and services; providing public services for seniors and other special needs populations (e.g., physical access improvements for the disabled); supporting economic development services such as job training and business start-up assistance; and enforcing fair housing practices. In addition to these direct services, HCD administers first-time homebuyer programs for cities, housing rehabilitation loan programs for cities and through non-profit partners, and provides staffing and technical assistance to Housing Endowment and Regional Trust (HEART), the Countywide housing trust fund, and HOPE—the Ten-Year Plan to End Homelessness initiative.

The following are major accomplishments in the current year:

- Moved through interim departmental start-up arrangements to hiring permanent staff and refinement of a workplan that responds to the Board of Supervisors' direction to address the inadequacy of the housing supply relative to the needs of many people who work or grow up in the county
- Completed, with County funding contribution, a total of 159 units in five projects of decent homes that are within the affordability of workers and residents including persons with special needs; 783 additional units are under construction in 11 other developments, including 155 apartments and townhomes near Colma BART station which will serve households over a wide range of incomes
- Participated actively in the implementation of the HOPE initiative (10-year plan to end homelessness)
- Served as fiscal agent and program staff responsible for developing and implementing programs for HEART, which has committed \$5 million to date for specific affordable housing developments currently in production, which will also contribute to meeting targets set in the HOPE initiative

Story Behind Performance

With housing costs continuing to rise, housing presents a challenge to many workers and residents in the county, not only those on fixed or low incomes and certainly not just those living in unincorporated areas. To keep pace, the mission of the Department of Housing has stretched beyond its traditional scope, the county's direct land use authority and direct funding sources, to embrace a countywide geographical perspective, and to address the challenges of households that earn more than \$100,000 yet still cannot find housing suitable to enable them to remain in the county and continue contributing their talents to the County workforce pool.

Traditional County sources of funding for housing-related programs are shrinking in relative terms, when compared to the rise of housing-related costs such as land acquisition, construction, and professional staffing. Moreover, federal funding—which has been the County's predominant funding source—is decreasing in absolute dollars as well. This compels the department to leverage existing money, use existing money more effectively, and develop new funding sources.

Responsibility for housing-related services crosses departmental boundaries; therefore, the department strives to continuously improve its effectiveness as an intra-county partner. The department collaborates with the Human Services Agency (HSA) to maintain a seamless delivery system of services, shelter, housing, and new supportive housing for individuals and families who are homeless or at risk of becoming homeless. The department also works closely with the Planning and Building Department of the Community Services Agency to implement all housing components of the County's General Plan.

Major challenges over the next two years will be:

- To fund new initiatives, as well as those existing programs that have proven effective, in light of yearly cuts in Federal Housing and Urban Development (HUD) funding to the CDBG, HOME, and ESG programs
- To stimulate countywide production of infill housing, especially affordable special needs housing, in light of the County's limited subsidy resources and land use regulatory authority
- To promote effective coordination of resource allocation among numerous public and private organizations, given the diversity of their allocation processes and priorities

Program Objectives

Housing and Community Development will meet performance targets by doing the following:

Spearhead Development of a Countywide Housing Strategy

- Drive a strategy development process that identifies commonalities among the major housing-related initiatives in the County (e.g., HEART, HOPE, Housing Dialogues, Inclusionary Housing Initiative, Grand Boulevard), and coordinate deployment of stakeholders' various action plans and resources

Remodel \$50 Million Loan Portfolio and Program to Increase Leverage and Focus on Strategic Priorities

- Use loan programs to strengthen partnering with cities and other strategic partners
- Focus loans on priorities that do “double-duty” with initiatives supported by the department
- Collaborate with commercial financial institutions to leverage diminishing public funds with private capital

Support Local, State, and National Efforts to Increase Overall Funding for Production of Affordable Housing

- Continue to partner with HEART and HOPE in implementing fund development strategies
- Support statewide and local campaigns to develop a dedicated source of public funding for affordable housing as a necessary part of community infrastructure
- Organize and promote coordination of timing of subsidies among local funding sources for supportive and affordable housing development projects
- Maximize use of project-based vouchers to enable development of supportive housing and to retain federal housing subsidies in the form of project equity

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Federal HOME and CDBG grant funding provided for:					
- Affordable housing production	\$3,615,000	\$2,851,850	\$3,400,000	\$3,200,000	\$3,200,000
- Non-Housing Community Development	\$635,864	\$552,050	\$653,748	\$650,000	\$650,000
How Well We Do It (Quality)					
Homeowner Assistance loans distributed:					
- Rehabilitation loans	\$602,500	\$907,000	\$300,000	\$950,000	\$950,000
- Down payment	\$340,000	\$2,019,449	\$418,720	\$350,000	\$350,000
Percent of customer survey respondents rating services good or better ⁽¹⁾	---	---	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of Affordable Housing Units developed and occupied:					
- FY 2006-07	53	158	380	400	400
- Cumulative (since FY 1999-00)	836	994	1,380	1,600	1,600
Number of households benefitting from Homeowner Assistance loans ⁽²⁾	1,303	1,300	8	1,400	1,400

⁽¹⁾ First HCD survey to be conducted in FY 2006-07

⁽²⁾ Includes both rehabilitation and down payment loans

Housing & Community Development (7920P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	18.0	17.0	19.0	19.0		19.0
Funded FTE	16.8	16.5	18.3	19.0	0.7	19.0
Total Requirements	9,873,261	11,141,652	12,920,953	14,010,699	1,089,746	14,117,133
Total Sources	9,873,260	11,141,652	12,920,953	14,010,699	1,089,746	14,117,133

Program Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue from the Community Development Block Grants (CDBG), the HOME Partnership Act, and the Emergency Shelter Grant from the U.S. Department of Housing and Urban Development (HUD).

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets and accommodate anticipated level of federal funding: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; revenue adjustments to reflect recent trends and increased collection efforts; and expenditure reductions resulting from consolidating regional offices.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,089,746	1,089,746	0	0	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; and reductions in program expense based on decreased federal grant funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
106,434	106,434	0	0	0	0

Housing Authority (7930P)

Program Locator

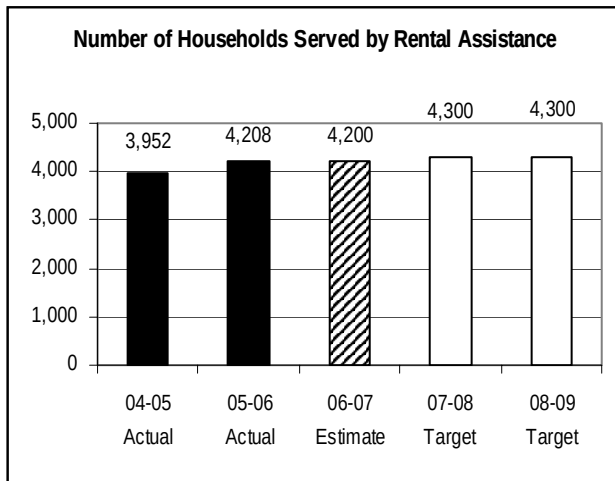
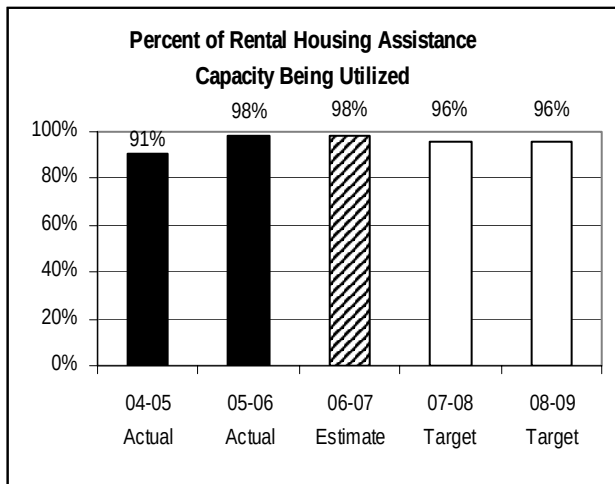
County

Department of Housing

Housing and Community Development

▷ **Housing Authority**

Headline Measures



Program Outcome Statement

The Housing Authority provides public housing and rental subsidy through the Section 8 rental assistance programs to help eligible low-income families or individuals obtain decent, safe, and sanitary housing.

Services and Accomplishments

The Housing Authority program primarily contributes to the goals of the Shared Vision 2010 commitment to Offer a Full Range of Housing Choices by providing housing assistance to eligible low-income families through its Section 8 housing choice voucher program and three public housing developments: 150 family units at Midway Village in Daly City; 60 units for senior citizens in Half Moon Bay; and 30 units at El Camino Village in Colma.

Within the Section 8 housing choice voucher program are sub-programs designed to achieve certain goals: the Family Self-Sufficiency program is a five-year program that combines case management, education, and training with rental subsidy to help Section 8 families transition from public assistance to employment; the aftercare program provides rental assistance to certified physically, developmentally, or mentally disabled low-income persons who participate in a planned, ongoing program of rehabilitation, education, or other related supportive services; Half Moon Bay Village provides Section 8 project-based assistance to low-income seniors; project-based assistance is also provided to 19 privately-owned housing developments throughout the county; and the homeownership program allows first-time homebuyers to use their Section 8 rental subsidy to meet their monthly homeownership expenses.

The Housing Authority administers special programs that receive separate funding, typically through an annual nationwide competition, from the U.S. Department of Housing and Urban Development (HUD): the Shelter Plus Care program provides Section 8 rental assistance and supportive services to homeless people with disabilities and their families; the Supportive Housing program provides rental assistance as part of the continuum of care to promote the development of housing and supportive services to assist homeless persons with disabilities in their transition from streets and shelters to permanent housing and maximum self-sufficiency; the Moving To Work program, awarded to San Mateo County Housing Authority as one of 24 Housing Authorities nationwide, provides incentives to families to become economically self-sufficient, to reduce Housing Authority's costs and achieve greater cost effectiveness, and to increase housing choices for low-income families; and the Moderate Rehabilitation program assists very low-income families in obtaining decent, safe, and sanitary housing in privately owned, rehabilitated units.

The following are major accomplishments in the current year:

- Achieved strong performance ratings from HUD for Section 8 and public housing programs

- Maintained open waiting lists for public housing and project-based Section 8 apartments
- Received new or extended funding for the Family Self-Sufficiency, Shelter Plus Care, and Moving To Work programs
- Began accepting new participants in the Moving To Work program, after a two-year hiatus
- Resolved administrative delays in lease-up of project-based units
- Negotiated with landlords to bring voucher costs to current fair market rent levels
- Invested “use-it-or-lose-it” capital funds in income-producing rehabilitation projects

Maximize Economic Recycling of Federal Housing Subsidies

- Reprogram Housing Choice Vouchers to Project-Basing to the maximum allowable extent
- Develop performance measures for subsidy retention

Story Behind Performance

Due to declining appropriations and fixed funding policy enacted by Congress, the Housing Authority of San Mateo County receives less funding from HUD than is needed to meet the costs of the current number of authorized vouchers in use. Moreover, due to regulatory constraints, program adjustments to compensate for this shortfall take effect slowly, forcing the Housing Authority to draw down its very limited reserves.

Major challenges over the next two years will be:

- To maintain the maximum program size of the Section 8 Housing Choice Voucher Program (HCVP) in the face of ongoing federal budget cuts and rule changes
- To return the Housing Authority to economic self-sufficiency in spite of diminishing federal funding and regulatory inflexibility
- To strengthen the Housing Authority's role as a key collaborator in countywide strategic priority projects including production of affordable and supportive housing, especially as related to the HOPE Initiative to end homelessness
- To reevaluate highest and best use of Housing Authority's capital assets, including land, and core administrative competencies

Program Objectives

The Housing Authority will meet performance targets by doing the following:

Fully Utilize Vouchers and Public Housing Units

- Rehabilitate off-line units and bring them back into service
- Closely monitor program costs, lags, and turnover rates to maintain 100% utilization
- Reopen Moving To Work program to as many new participants as financially feasible

Improve the Housing Authority's Fiscal Condition

- Convert El Camino Village to project-based vouchers
- Aggressively pursue accounts receivable
- Streamline administrative processes such as upgrading program and financial software system
- Develop long-range plan for “asset repositioning”

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Target	FY 2007-08 Target
What/How Much We Do					
Number of households served by rental assistance ⁽¹⁾	3,952	4,208	4,200	4,300	4,300
How Well We Do It (Quality)					
Percent of rental assistance capacity being utilized	91%	98%	98%	96%	96%
Percent of customer survey respondents rating services good or better	94%	96%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of clients transitioning out of rental housing assistance ⁽²⁾	30 / 1%	30 / 1%	35 / 1%	35 / 1%	35 / 1%

⁽¹⁾ Includes Section 8 Vouchers (Housing Choice, Project Based, and Special Programs) and Public Housing Units (Midway Village and El Camino Village)

⁽²⁾ Transition is determined by clients' income gain or actual home purchase

Housing Authority (7930P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	61.0	61.0	47.0	46.0	(1.0)	46.0
Funded FTE	61.0	61.0	47.0	46.0	(1.0)	46.0
Total Requirements	69,877,487	65,430,252	65,840,892	62,972,789	(2,868,103)	63,094,095
Total Sources	69,877,487	65,430,252	65,840,892	62,972,789	(2,868,103)	63,094,095

Program Net County Cost

This budget is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by the U.S. Department of Housing and Urban Development (HUD). The Housing Authority budget is not part of the County budget and is included in this section for informational purposes only.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets and accommodate anticipated level of federal funding: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; revenue

adjustments to reflect recent trends and increased collection efforts; and expenditure reductions resulting from consolidating regional offices. The Housing Authority is a non-County fund; this budget is presented for information only.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(3,218,103)	(3,894,464)	0	676,361	0	0

2. One- time Funding for Housing Review Implementation

The County General Fund will contribute to the implementation expenses for the County Management Review of the Department of Housing which includes: The feasibility of integrating the Housing Authority payroll, accounting and budget systems into County systems such as PIPS, IFAS and BRASS; enhance department website to provide dynamic and transactional information; develop a comprehensive business plan to achieve and sustain Housing Authority financial health; contract with the Human Resources Department for job class study and consulting to migrate Housing Authority employees to County positions through some combination of voluntary conversion and turnover; and consolidate office locations, construction, modular furniture and move.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
350,000	350,000	0	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,868,103)	(3,544,464)	0	676,361	0	0

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets and accommodate anticipated level of federal funding: inclusion of merit increases; reductions to retirement contributions; annualization of mid-year position changes and negotiated labor increases; revenue adjustments to reflect recent trends and increased collection efforts; and expenditure reductions resulting from consolidating regional offices; and one-time costs associated with implementation of the 2006 County Management Review of the Department of Housing.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
121,036	121,306	0	0	0	0

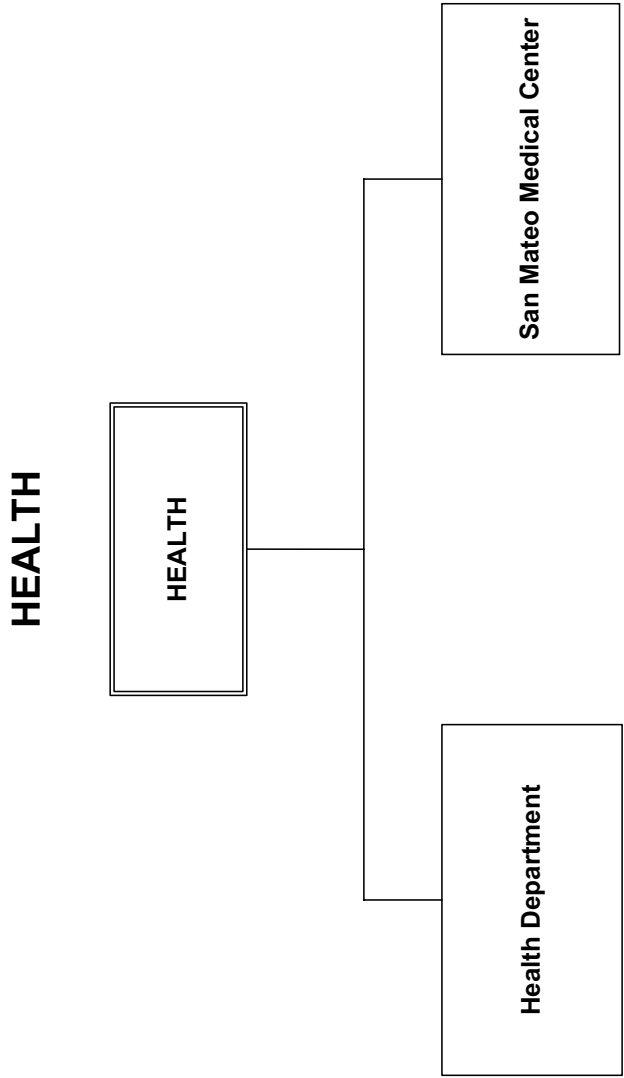
Health



Recommended Budget
FY 2007-08
FY 2008-09



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

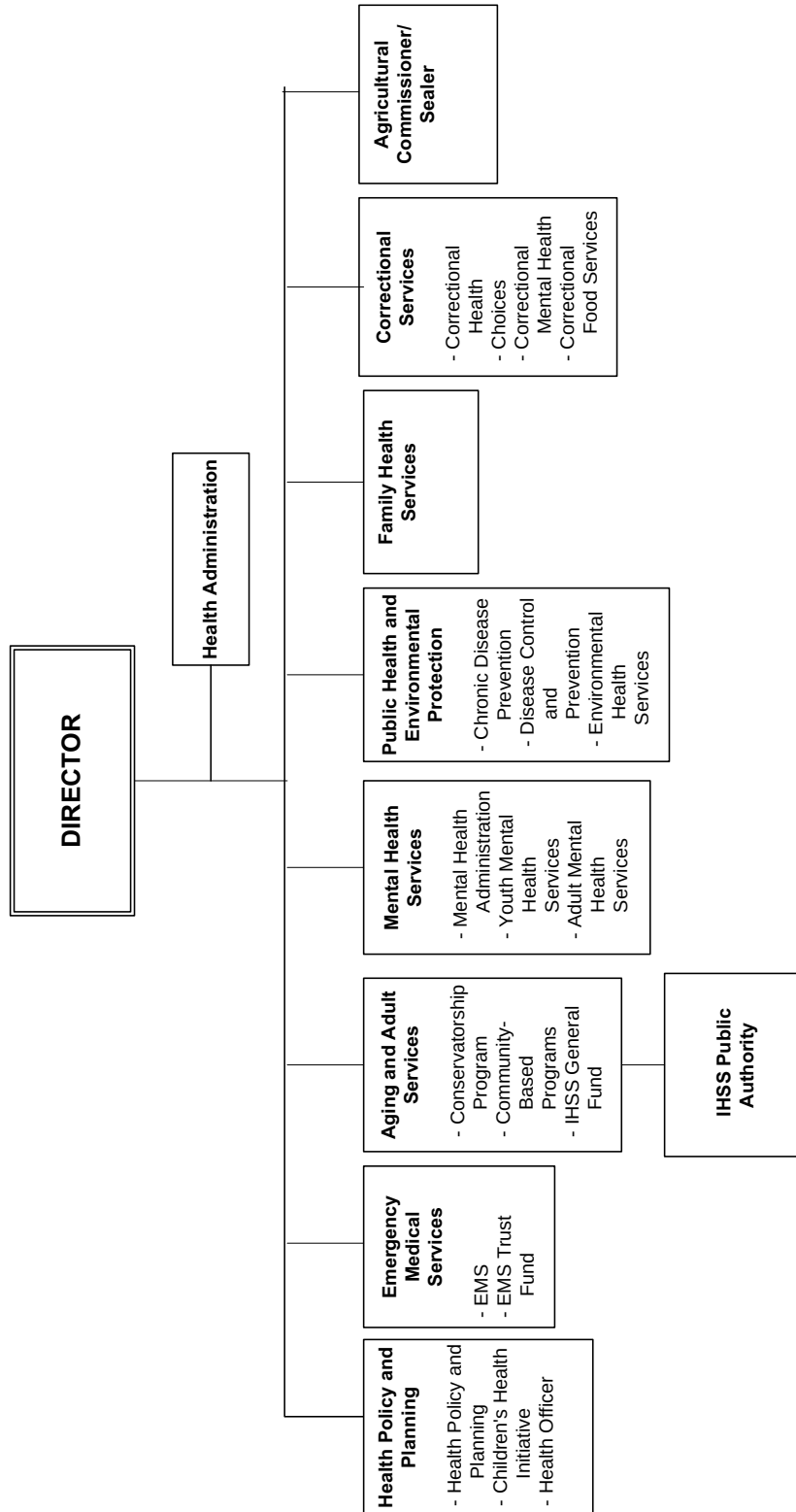


Health

FY 2007-08 and 2008-09 All Funds Summary

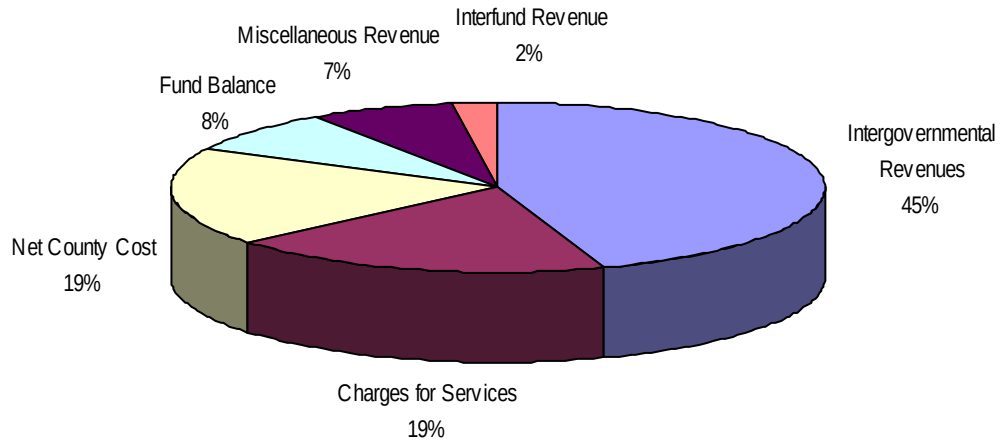
Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
Health Administration	885,048	927,223	2,165,869	1,760,742	(405,127)	1,760,742
Health Policy and Planning	5,270,551	6,238,404	7,023,977	8,651,394	1,627,417	8,690,975
Emergency Medical Services GF	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
Aging and Adult Services	15,960,928	17,354,034	20,450,684	22,431,047	1,980,363	22,933,200
IHSS Public Authority GF	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
Environmental Health Services	10,710,722	11,147,452	14,006,147	14,001,149	(4,998)	14,284,766
Mental Health Services	84,599,484	88,526,632	102,766,581	108,617,336	5,850,755	110,027,818
Public Health Services	22,343,098	23,351,781	27,251,597	26,627,362	(624,235)	26,917,963
Family Health Services	18,874,692	19,236,129	22,474,844	24,991,774	2,516,930	25,680,831
Correctional Services	5,586,793	5,312,146	7,090,463	8,284,990	1,194,527	8,533,866
Agricultural Commissioner/Sealer	2,927,860	3,267,449	3,524,213	3,766,629	242,416	3,881,875
Contributions to Medical Center	62,713,302	60,296,415	70,286,367	76,176,251	5,889,884	76,176,251
Total General Fund	235,084,459	241,413,584	283,353,524	301,149,543	17,796,019	304,758,462
Non-General Fund Budgets						
Emergency Medical Services Fund	2,388,203	2,994,122	3,055,749	3,664,374	608,625	3,924,727
IHSS Public Authority	13,385,725	13,254,449	15,556,782	15,513,735	(43,047)	15,661,147
San Mateo Medical Center	185,130,676	197,213,424	217,207,363	229,269,958	12,062,595	233,946,831
Medical Center Capital Purchases	3,282,742	693,974	6,266,000	6,456,000	190,000	6,456,000
Total Non-General Fund	204,187,346	214,155,969	242,085,894	254,904,067	12,818,173	259,988,705
Total Requirements	439,271,805	455,569,553	525,439,418	556,053,610	30,614,192	564,747,167
Total Sources	376,250,762	388,986,311	434,708,609	454,629,549	19,920,940	460,662,261
Net County Cost	63,021,042	66,583,242	90,730,809	101,424,061	10,693,252	104,084,906
AUTHORIZED POSITIONS						
Salary Resolution	2,143.0	2,271.0	2,349.0	2,361.0	12.0	2,361.0
Funded FTE	1,971.6	2,056.9	2,147.8	2,183.9	36.1	2,183.9

HEALTH DEPARTMENT

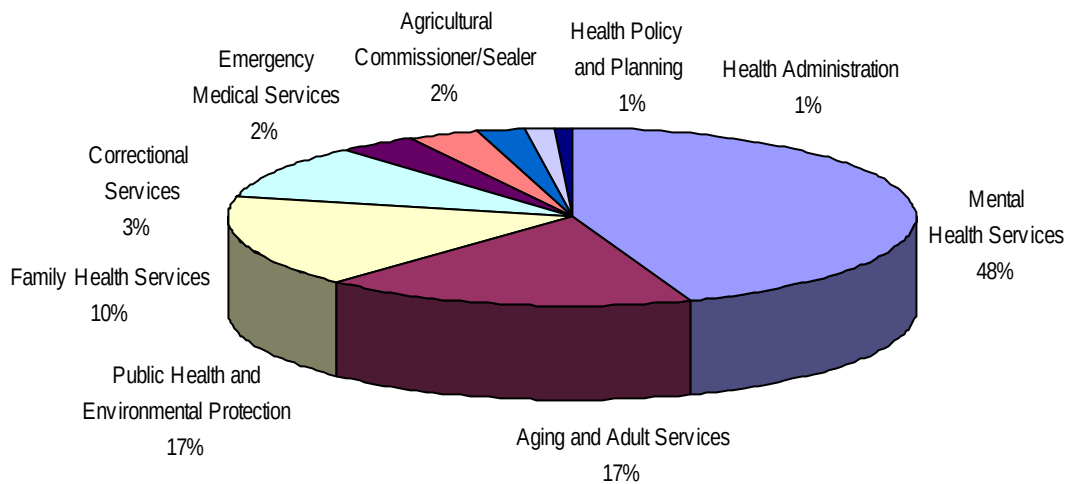


Health Department

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



Department Locator

County

Health

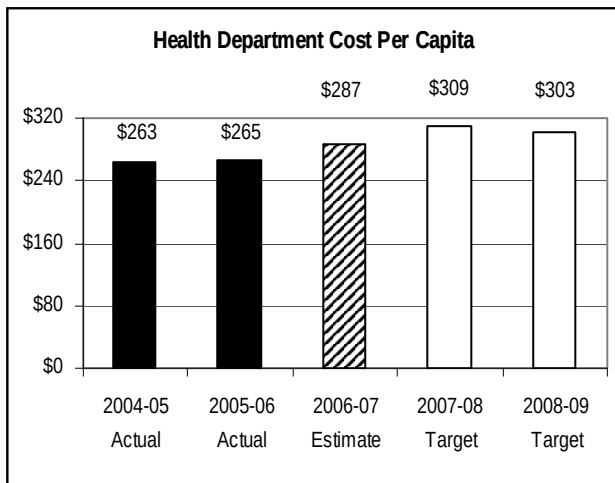
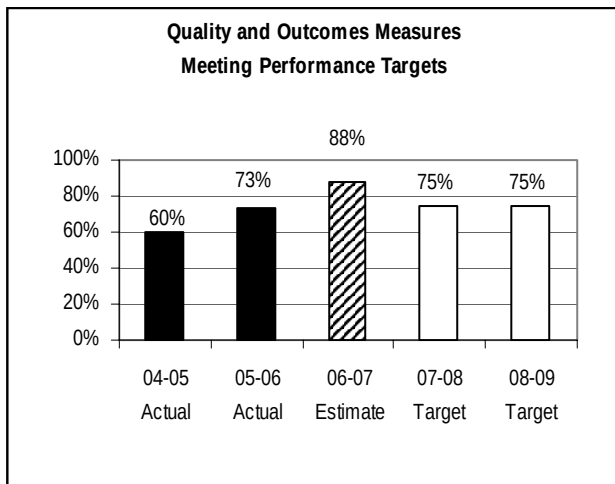
► Health Department

San Mateo Medical Center—Operating Budget

San Mateo Medical Center Capital Purchases

General Fund Contributions to Medical Center

Department Measures



Department Mission Statement

The mission of the Health Department is to build a healthy community and increase the longevity and quality of people's lives by: protecting the public health of all residents and the environment; providing physical and mental healthcare and protective social services; ensuring emergency response; and engaging the community in key health issues.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

• **Communitywide Disaster Preparedness**

Continued focus, in partnership with various County departments and hospitals across the county, on communitywide disaster preparedness, integrating experiences from Severe Acute Respiratory Syndrome (SARS), West Nile Virus, and bioterrorism planning to develop a comprehensive Pandemic Flu Preparedness and Response Plan. Worked with a multi-sector group including County departments, schools, businesses, cities, faith- and community-based organizations, vulnerable populations, courts, law enforcement, transportation, and healthcare providers to prepare sector-specific Pandemic Influenza response plans. Conducted a countywide Pandemic Influenza exercise with the community to identify gaps in the plans. Disseminated 75,000 pieces of educational material titled *The Influenza Home Care Brochure and Guide to Flu Prevention: A Guide for Group Homes and Other Residential Settings* to staff, board and care facilities, and the public. Trained 55 senior Health Department managers in "Incident Command System" training designed to prepare supervisors to function efficiently and effectively during a natural disaster.

• **Health Insurance/Coverage Expansion**

Continued statewide leadership on the issue of expanding access to health insurance through the Children's Health Initiative (CHI), which aims to provide universal access to health insurance for children in San Mateo County. Results to date include enrollment of more than 6,000 children in the Healthy Kids program, which was created in 2003, as well as increased participation in other public health insurance programs for which children are eligible. Overall uninsurance rates for children have been reduced from 9.1% to 1.9% between 2003 and 2005. The County invests \$2.7 million per year to support this work.

Continued focus on addressing barriers to healthcare access by convening a Board of Supervisors-led Blue Ribbon Task Force on Adult Health Coverage Expansion, comprised of 40 public and private sector leaders to explore health coverage expansion for adults. The County has invested \$200,000 to support planning and research, with an additional \$125,000 secured from foundation grants.

Realize the Potential of Our Diverse Population

• **Mental Health Services Act**

Received State approval for the Mental Health Services Act (MHSA, "Proposition 63") plan focused on promoting wellness, resilience, and equity in expanding mental health services to unserved and underserved seriously mentally ill adults, older adults, and seriously emotionally disturbed children and youth. Implemented key outreach and services components including: Pathways mental health court and related services program; an

initiative to improve services to individuals/families with co-occurring mental health and substance disorders; intensive wraparound services for children, youth, adults, and older/medically fragile adults; expansion of primary care-based services; and hiring of linguistically and culturally diverse community workers, both consumers and family members.

Secured \$4.5 million in State funding and leveraged an additional \$2 million in other revenues to fund these efforts in FY 2006-07.

- **Healthy Communities San Mateo**

Continued community-engaged progress on *Healthy Communities San Mateo: A Community Health Improvement Initiative to Eliminate Health Disparities*, which was launched with Board of Supervisor leadership by the Health Disparities Summit in May 2004. The three areas of initial focus are prevention of childhood obesity, substance abuse prevention, and linguistic access to healthcare. Community planning and formative research in these areas have led to broad-based agreement on, Board of Supervisors adoption of, and diverse partner participation in initiating key actions necessary to address root causes of health disparities.

Initiated a study of the aging of the San Mateo County population in partnership with the Department of Housing, SAMTrans, San Mateo Medical Center (SMMC), and the Health Plan of San Mateo (HPSM) that will create a dynamic planning and projections model. Invested \$300,000 to create this model and planning tool.

PLACE

Offer a Full Range of Housing Choices

- **Healthier Outcomes through Multidisciplinary Engagement (HOME) Team Initiative**

Began the HOME Team Initiative in Fall 2006 as a partnership involving the San Mateo Medical Center, Human Services Agency (HSA), Health Plan of San Mateo, Health Department, and Silicon Valley Community Foundation. Secured a \$100,000 grant to support this effort aimed at improved health outcomes and reduced costs for clients who frequently rely on the emergency room for care. Invested a total of \$266,578 from Health and HSA resources to launch a 4.0 FTE multidisciplinary team focused on this population. This effort builds on recommendations outlined in the Housing Our People Effectively (HOPE) 10-year plan to end homelessness adopted by the Board of Supervisors in 2006.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **San Mateo Mental Health Assessment and Response Team (SMART) Initiative**

Partnered with law enforcement agencies and multiple County departments to create and begin the SMART initiative involving a multidisciplinary approach to respond to “behavioral”

emergencies in the field at the request of law enforcement or mental health staff. An FY 2005-06 investment of \$1.1 million over three years was made to launch this effort.

- **Strategic Plan for Prenatal to Three Initiative**

Engaged 80 community leaders in the fields of early childhood development, health, literacy, and education in creating a five-year strategic plan for the Prenatal to Three Initiative. Implementation of this plan includes a strengthened partnership with the First 5 San Mateo County Commission in coordinating and overseeing major systems integration issues affecting the health and well-being of children age zero to five.

- **Integration of New Health Department Functions**

Engaged leaders from agriculture, business, and the coastside community to effectively and holistically integrate public health functions related to pesticide control, food safety, and weights and measures.

- **Health Client Data Store**

Completed the first iteration in development of a new, integrated data warehouse that will enable uniform reporting and program monitoring across multiple Health Department programs. An investment of \$2,070,000 to develop this system is funded through Health Department reserves. This is a key element of the Department's Information Technology Strategic Plan (ITSP), which was approved by the Board of Supervisors in 2005.

Major Accomplishments in FY 2006-07

Ensure Basic Health and Safety for All

- Expanded services to emotionally disturbed youth and mentally ill adults, in collaboration with justice system partners including: Pathways Mental Health Court, an intensive wraparound program for women offenders initiated through Mentally Ill Offender Crime Reduction (MIOCR) grant funding; a two-week “Crisis Intervention Training” for local law enforcement; and expanded mental health services at the new Youth Services Center, including gender-focused services at the Margaret J. Kemp Girls Camp.
- Implemented the first year of a three-year initiative, in collaboration with the HSA Alcohol and Other Drugs (AOD) program to improve services to individuals and families impacted by co-occurring mental health and substance abuse—estimated at 60% of mental health clients and up to 40% of AOD clients.
- Engaged key sectors affected by the lack of affordable health coverage options for adults in San Mateo County to contribute to a proposal to expand health coverage.

Realize the Potential of Our Diverse Population

- Implemented key MHSA initiatives related to community engagement and outreach to diverse and underserved populations, including contracting with community-based organizations to provide outreach and linkage of underserved communities in northern San Mateo County and East Palo Alto.
- With a broad-based group of community partners, began implementation of key steps outlined in *Blueprint for Prevention*

of *Childhood Obesity* that was adopted by the Board of Supervisors in April 2006. Presented *Roadmap for Alcohol, Tobacco, and Other Drug (ATOD) Prevention* to the Board of Supervisors in June 2006 and extended learnings from that effort to the AOD Strategic Plan adopted by the Board of Supervisors in November 2006. Secured Board of Supervisors acceptance of the baseline study of linguistic access to healthcare in San Mateo County in October 2006.

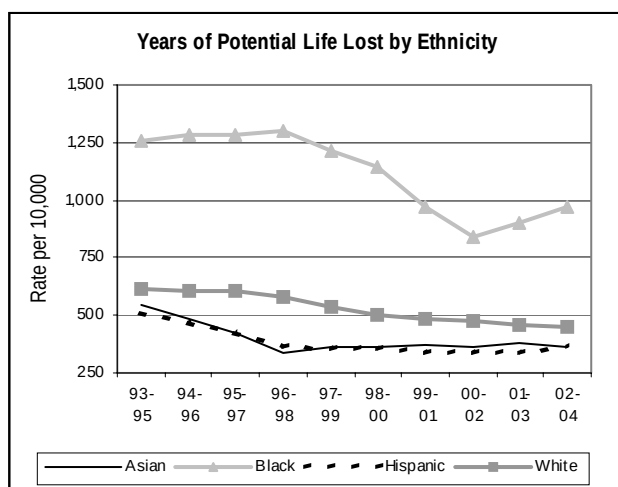
Responsive, Effective and Collaborative Government

- In its first full year, SMART responded to 1,515 calls for EMS responses for behavioral emergencies. Of these, 318 or 21% were not transported to a hospital for psychiatric emergency services, which are more restrictive for the client and expensive for the community. The SMART team also completed a training video for law enforcement personnel that will be shown to all officers in the county to improve understanding of SMART and promote its use.

Major Issues to be Addressed

- **Poverty and Disparities**—the Department must continue to thoughtfully address pressing long-term health issues that are rooted in communities and reflect many underlying factors linked with poverty and disparities, while also addressing day-to-day imperatives of ensuring basic health and safety and assisting vulnerable people to achieve a better quality of life.
- **Chronic Disease**—it is recognized that chronic diseases, including mental illness and addiction to alcohol, tobacco, and other drugs, take an enormous toll on the community; categorical funding and resulting programmatic limitations make it challenging to address such issues with a public health perspective targeting behavior and community change.
- **Disaster Preparedness and Threat of Pandemic Influenza**—international and national research continues to point to the need for substantial attention toward activities related to preparing local government and the community for the possibility of the spread of Avian Influenza. These efforts will address basic individual/family health and safety, as well as potential interruptions of vital government and business functions that may follow an outbreak in the community. These efforts will also provide an opportunity to address implications for the threat of other man-made and natural disasters that require continued attention.
- **Increasing Healthcare Costs**—the federal government projects that healthcare costs will increase by an average of more than 7% per year until 2015, with even greater increases expected for public healthcare spending. These cost pressures will strain existing systems as public funding sources are expected to remain relatively flat.
- **Healthcare Access Barriers**—increasing healthcare costs, the size and composition of the primary care workforce, and changing population demographics have resulted in barriers to healthcare access for children and adults, both locally and beyond. Sustained improvement in population health is hampered by these challenges.
- **Workforce Capacity and Diversity**—the Department must continue to invest in a workforce to align with the diversity of the communities being served and recognize the need for differing health approaches for the county's diverse communities.
- **Major Demographic Shifts**—large changes are anticipated as the population ages. It is necessary to think strategically regarding how best to anticipate and plan for needed systems changes.
- **Anticipated Reforms in the Criminal Justice System**—state and local reforms and actions targeting the criminal justice system will have major implications for healthcare and behavioral healthcare systems, costs, and workforce capacity. Local efforts, such as the expansion of the *Choices* substance abuse treatment program to promote successful reentry of inmates and the MIOCR program for women offenders, begin to anticipate these challenges.
- **Community Capacity**—there is a need to be mindful of the community's capacity to address priority health issues and how best to partner with the community in promoting health and well-being, including the community's level of preparedness for a disaster.
- **Data-Informed Practices**—the Department will be challenged to keep up with the vast amount of emergent “best practice” and “evidence-based” research on health issues and incorporate the findings most relevant for the community, its assets, and its needs.
- **Critical Infrastructure**—there is a need to invest in critical infrastructure (space, information technology, seismically sound buildings) necessary to support the many programs and initiatives for which the Health Department is responsible.
- **Public Healthcare Policy**—state and federal policy-makers must continually be informed of County efforts to innovate and pilot community-based solutions for building a healthy community. As the spectrum of public health expands to include elements of land use/planning and sustainable agriculture, new public policy approaches continue to emerge.

The following graph illustrates how several of these issues—such as poverty and disparities, chronic disease, and public healthcare policy—influence the important community health outcomes of life expectancy and quality of life. Years of Potential Life Lost (YPLL) is an epidemiological indicator for the aggregate impact of early deaths on a population that aims to measure the years of life cut short relative to the average life expectancy of the population. Considering the age of death, in addition to the event of death itself, enables a measure of quality of life lost through premature death in a population. The underlying assumption for YPLL is that the more premature a death (i.e., the younger a person is when they die), the greater the loss of life. The following graph depicts three-year moving averages of YPLL between 1995 and 2004.



Key Department Initiatives

1. Healthy Communities San Mateo

Major Issues to be Addressed:

- A growing body of research shows that many U.S. population groups—including racial and ethnic minority groups such as African Americans, Hispanics/Latinos, Asian Americans, American Indians, Alaska Natives, and Pacific Islanders, as well as some geographic and/or socioeconomic groups such as low-income and rural populations—experience a disproportionately high burden of disease and mortality.
- These health disparities are present in San Mateo County, and reducing them will require concerted action across a wide range of issues and sectors.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All
- Realize the Potential of Our Diverse Population

Goals:

- Reduce health disparities
- Engage the community in addressing priority health issues
- Expand access to healthcare

Objectives:

- By 2010, reduce levels of childhood overweight from 25% to 20%
- By 2010, reduce proportion of youth using alcohol, tobacco, and other drugs from 26% to 21%
- Improve linguistic access to healthcare services by developing an action plan to address key findings from the Department's Linguistic Access to Health Services Assessment
- Improve access to healthcare for adults under 400% of Federal Poverty Level who lack health insurance

Major Milestones:

- Continue community engagement in communitywide plans to prevent childhood obesity and substance abuse
- Identify key action steps necessary for the Health Department to address findings of the Linguistic Access Assessment
- Select recommendations for implementation from internal assessment to promote youth development
- Complete development of a proposal for Adult Health Coverage Expansion for Board of Supervisors consideration
- Complete development of a model capable of identifying policy and program changes necessitated by the aging of the population

Partners:

- Human Services Agency
- San Mateo Medical Center
- Health Plan of San Mateo
- First 5 of San Mateo County
- Department of Housing
- Parks Department
- Planning Department
- SAMTrans
- County Office of Education

FY 2007-08 Budget Impact:

- In addition to the five FTE staff in Health Policy and Planning (HPP) who will continue to lead and coordinate these efforts, existing resources across Health Department divisions are being redirected toward this initiative. This work is being conducted in partnership with several County and community organizations.

2. Chronic Disease and Well-Being

Major Issues to be Addressed:

- According to the Centers for Disease Control and Prevention (CDC), chronic diseases today account for 70% of the deaths of all Americans and 75% of this country's annual healthcare costs. Unless steps are taken to deal effectively with chronic diseases, the nation is headed for serious financial and quality-of-life challenges.
- The growing impact of chronic disease, including issues related to obesity, mental illness, and addiction to alcohol, tobacco, and other drugs, is seen within the Health Department's programs and in planning for the needs of an aging population.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goals:

- Strengthen supports to the most vulnerable populations and promote wellness, resilience, and adoption of healthy

behavior to address priority populations with chronic diseases within the county

- Work with community partners, including consumers, to broaden and deepen community knowledge and ability to prevent and manage chronic disease

Objectives:

- Increase the number of clients served in the mental health system from 11,154 in FY 2004-05 to 11,426 in FY 2005-06 and 12,794 in FY 2007-08
- By 2013, lower the countywide heart disease death rate (unadjusted) from 185 per 100,000 to 130 per 100,000 population, as measured through the *Healthy People 2020* report, through an effective and comprehensive chronic disease prevention approach that will include the elimination of artificial trans fatty acids in foods distributed in the county
- Increase the level of physical activity and reduce use of tobacco among children and adults
- Reduce binge drinking among teens and adults

Major Milestones:

- Plan and begin implementation of additional components of MHSA, including: development and acquisition of State approval for at least one MHSA housing project as a key component of HOPE implementation; and development and initiation of Prevention and Early Intervention and Workforce Development initiatives
- Achieve progress in action plans developed to address childhood obesity and prevent chronic disease among adults
- Work in partnership with HSA to reduce the impact of substance use on the health of the community by: selecting priority recommendations from the AOD Strategic Plan to incorporate in Health Department work with clients who have co-occurring disorders and other populations facing challenges with substances; and initiating, with AOD, year two of a two-and-one-half- year system capacity development process to effectively identify, assess, and treat individuals with co-occurring mental health and substance use disorders

Partners:

- Human Services Agency
- Probation Department
- San Mateo Medical Center
- Sheriff's Office and law enforcement agencies
- Health Plan of San Mateo

FY 2007-08 Budget Impact:

- Existing resources within the Mental Health division have been redirected to lead MHSA implementation, with a total of \$7.5 million in Proposition 63 and other leveraged resources targeted to support new and expanded services. Additional existing resources are invested from a variety of Health Department, County, and community partners.

3. Community Capacity

Major Issues to be Addressed:

- Research and practice have affirmed the important roles that communities play in shaping health outcomes through family and peer supports, social and cultural norms, and other factors that are rooted in communities.
- Community-based organizations are key Department partners in promoting health, but their resources are often stretched.
- Community preparedness will have to be strengthened to respond to the projected impact of a major disaster.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Strengthen community capacity to partner with the Health Department on priority health issues

Objectives:

- Follow-up on recommendations heard from communities during MHSA planning through focused efforts to improve access to mental health services, initially focusing on partnerships with at least two ethnic communities in the county
- Build community awareness of, and response capacity to, man-made or natural disasters
- Incorporate a community capacity building perspective in work with community-based contracting partners

Major Milestones:

- Implement community access and engagement initiatives in two areas of the county (Daly City/South San Francisco and East Palo Alto/Menlo Park) to improve access to mental health services for underserved ethnic communities within the county
- Assist community partners in refining Pandemic Influenza plans and developing the institutional learning required to make these plans effective
- In partnership with the County Manager's Office, HSA, and Probation, implement plans for the distribution of cost-of-living increases to community-based organizations and other contracted providers as approved by the Board of Supervisors.
- With HSA and Probation partners, design a strategy and develop a workplan for implementation of measurable performance indicators among contracted provider organizations receiving cost-of-living increases
- Build on Department work in analyzing geography and school links represented by contracts for services targeting children and families by linking findings and follow-up recommendations with the work of other County departments

Partners:

- Human Services Agency
- Probation
- First 5 Commission
- Human Resources (County Nonprofit Liaison)
- County Manager's Office

FY 2007-08 Budget Impact:

- Existing Health Department resources are being redirected to lead this work, with additional resources invested from a variety of County and community partners.

Family Health Services

- Maintain an infant breastfeeding rate over 75%

Correctional Services

- Increase community and funding support for therapeutic community, jail-based programs
- Provide nutritional consultations and education services to 680 customers

Other Significant Objectives by Program

The Health Department includes the following programs:

- Health Administration
- Health Policy and Planning
- Emergency Medical Services
- Aging and Adult Services
- Mental Health Services
- Public Health and Environmental Protection
- Family Health Services
- Correctional Services
- Agricultural Commissioner/Sealer

The following program objectives will significantly contribute to Departmental success (additional program-level objectives are included in individual Program Plans):

Health Policy and Planning

- Reduce community health disparities in partnership with County departments and the community
- Improve access to healthcare

Emergency Medical Services

- Assist local hospitals to expand staffing and bed capacity for Pandemic Influenza

Aging and Adult Services

- Enhance the Older Adult System of Care
- Expand program involvement of seniors and adults with disabilities

Mental Health Services

- Maximize the efficiency and cost effectiveness of youth and adult services

Public Health and Environmental Protection

- Continue Pandemic Influenza planning and preparation
- Develop a comprehensive strategic plan to prevent chronic diseases and intentional/unintentional injuries
- Achieve three-year outcomes developed by the community for the Tobacco Prevention Program

Health Department (5000D)
ALL FUNDS

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	1,699,839	1,767,595	1,887,624	2,009,461	121,837	2,048,491
Fines, Forfeitures and Penalties	1,464,941	1,569,845	1,811,941	2,807,656	995,715	2,845,962
Use of Money and Property	376,089	504,105	615,000	624,000	9,000	624,000
Intergovernmental Revenues	94,251,107	97,524,960	108,445,335	109,072,834	627,499	108,958,123
Charges for Services	36,155,947	37,427,140	42,232,650	46,606,565	4,373,915	47,390,707
Interfund Revenue	5,570,933	5,804,818	5,653,747	5,687,509	33,762	5,687,509
Miscellaneous Revenue	10,359,615	10,270,840	10,608,869	11,819,378	1,210,509	11,816,959
Other Financing Sources	146,096	139,451	116,795	76,795	(40,000)	76,795
Total Revenue	150,024,566	155,008,754	171,371,961	178,704,198	7,332,237	179,448,546
Fund Balance	11,645,693	16,258,333	20,556,261	19,887,914	(668,347)	20,280,405
TOTAL SOURCES	161,670,259	171,267,087	191,928,222	198,592,112	6,663,890	199,728,951
REQUIREMENTS						
Salaries and Benefits	83,948,150	89,741,594	106,321,476	115,499,211	9,177,735	119,558,794
Services and Supplies	73,004,539	78,191,977	90,568,526	89,052,341	(1,516,185)	89,378,155
Other Charges	37,298,848	36,500,071	41,586,322	46,538,818	4,952,496	46,479,077
Fixed Assets	159,928	414,247	465,765	125,000	(340,765)	45,000
Other Financing Uses	180,857	115,097	239,397	200,000	(39,397)	
Gross Appropriations	194,592,322	204,962,987	239,181,486	251,415,370	12,233,884	255,461,026
Intrafund Transfers	(17,610,126)	(21,234,389)	(23,622,940)	(23,871,703)	(248,763)	(24,164,253)
Net Appropriations	176,982,196	183,728,597	215,558,546	227,543,667	11,985,121	231,296,773
Contingencies/Dept Reserves	6,864,055	8,986,256	11,450,874	11,544,975	94,101	11,416,062
Non-General Fund Reserves	4,298,834	4,650,886	4,670,268	5,062,759	392,491	5,455,250
TOTAL REQUIREMENTS	188,145,085	197,365,739	231,679,688	244,151,401	12,471,713	248,168,085
NET COUNTY COST	26,474,825	26,098,652	39,751,466	45,559,289	5,807,823	48,439,134
AUTHORIZED POSITIONS						
Salary Resolution	921.0	965.0	1,036.0	1,056.0	20.0	1,056.0
Funded FTE	871.7	908.0	974.8	1,010.1	35.3	1,010.1

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$6,663,890 or 3.5% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$121,837 in this funding source due to projected increase in Environmental Health's well and septic permit fee collections and Agricultural Commission/Sealer's device registration fees.

Fines, Fees and Forfeitures

There is an increase of \$995,715 in this funding source. The allocation from the Courts for EMS fines is expected to increase by \$983,005 based on current trends. The Board of Supervisors has approved levying an additional penalty to be used for designated EMS-related purposes, in accordance with Senate Bill 1773. The balance of the increase in this account is in Environmental Health.

Use of Money and Property

There is an increase of \$9,000 in this funding source due to expected higher interest allocation for Maddy Fund revenues.

Intergovernmental Revenues

There is a net increase of \$627,499 in this funding source. Revenue increases totaling \$6,091,133 include: \$3,073,508 in Mental Health Services Act (MHSA) and other State Mental Health revenue; an additional \$1,795,856 in Public Health and Family Health revenues due primarily to increased caseload growth and allocations for California Children's Services (CCS), Child Health Disability and Prevention (CHDP), Maternal Child Health, Black Infant Health, and the Women, Infants and Children Nutrition Program (WIC); Aging and Adult Services and Public Authority increases of \$1,415,868 reflecting higher Realignment Sales Tax allocation and additional Public Authority federal IHSS revenues. Partially offsetting these increases are projected revenue reductions that total \$5,550,804, including: decreases of \$411,781 in State Mental Health Medi-Cal pharmacy revenue with implementation of the Medicare Part D program; a net decrease of approximately \$2,090,499 in Realignment Sales Tax; and an additional \$3,155,000 in reductions that consist of decreases in allocations and reimbursements from other government agencies due to conclusion of grants or reductions in allocations.

Charges for Services

There is an increase of \$4,373,915 in this funding source. Mental Health revenues are increased by \$3,537,000 through leveraging of MHSA funds, and a projected increase in Medi-Cal Federal Financial Participation (FFP) due to increased utilization review and quality improvement as well as improved claiming processes. Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues are estimated to increase by \$653,000. Environmental Health fees are projected to increase by \$400,500. Public Health's revenues from SMMC for the Edison Clinic have been reduced by \$400,000 based on current year projections.

Interfund Revenue

There is an increase of \$33,762 in this funding source, primarily from the allocation of commissary sales in Correctional Services.

Miscellaneous Revenue

There is an increase of \$1,210,509 in this funding source. Of this amount: \$809,234 results from increased Children's Health Initiative (CHI) funding from foundations and other organizations; \$221,894 is from Tobacco Settlement revenue and increase in oversight; and the balance is due to penalties projected to be paid by the EMS contractor for failures in meeting response time targets.

Other Financing Sources

There is a decrease of \$40,000 in this funding source due to the elimination of the Half-Cent Transportation funds for client transportation programs.

Fund Balance

There is a decrease of \$668,347 in this funding source. The Agency's Fund Balance is estimated to decrease 3.2% based on estimated year end closing.

TOTAL REQUIREMENTS

Total Requirements increased by \$12,471,713 or 5.4% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$9,177,735 in this expenditure category. Negotiated labor increases, merit increases, and the annualized portion of mid-year Salary Ordinance Amendments account for \$7,923,875 or 87% of the increase. A net decrease of \$553,129 including reductions in

Extra Help and other pay adjustments has been made in various accounts in this expenditure category. A net increase of \$1,806,989 has also been made to meet expanded services for FY 2007-08, including an additional 20 positions in the Health Department.

Services and Supplies

There is a net decrease of \$1,516,185 in this expenditure category. A decrease of \$4,254,797 includes: a decrease of \$1,644,479 in software license expense for the Mental Health IT system and drug costs related to the implementation of Medicare Part D; a decrease of \$727,000 in Public Health and Family Health Services resulting from the completion of the Children's Report and Obesity initiatives, laboratory testing menu, and new lab IT system; a \$636,000 decrease in Environmental Health for completion of various projects including completion of one-time replacement of personal computer across the division and transfer of the management of Belmont-San Carlos Fire contract for emergency response to the Sheriff's Office; and the elimination of \$1,012,625 for in-house charges due to Agricultural Commissioner/Sealer combining its three previous OBM program units into one. Partially offsetting those reductions are cost increases totaling \$2,738,612, including: a \$1,909,338 increase in Children's Health Initiative's insurance premium and other operating costs; \$440,000 related to Mental Health's relocation to a new building; increased operating expenses in Correctional Services, primarily a reflection of the increasing inmate population; and an increase of \$348,000 for payments to hospitals, trauma services, and other service providers by the EMS Trust Fund.

Other Charges

There is an increase of \$4,952,496 in this expenditure category. The Mental Health budget includes increase charges of \$1,763,041 for new technology projects and automation expense, \$418,915 for clients placed at non-county institutions, and \$701,258 for office relocation costs; Aging and Adult Services has increases of \$1,071,749 for ISD automation charges and other County-related charges; Family Health Services' budget is increased by \$1,042,677 for office relocation and increased rental charges; and Health Administration and Correctional Services have a total increase of \$245,895 in ISD automation charges. Partially offsetting these increases is a reduction of \$309,85 in the County's share of Independent Providers costs in the Public Authority, due to the IHSS waiver.

Fixed Assets

There is a decrease of \$340,765 in this expenditure category due to elimination of completed projects, mainly in Public Health.

Other Financing Uses

There is a decrease of \$39,397 in this expenditure category due to completion of a capital improvement project upgrade of paving at Pine Street Warehouse for Household Hazardous Waste collection operations of Environmental Health.

Intrafund Transfers

There is an increase of \$248,763 in this expenditure category due to increases of \$500,000 in Mental Health charges to the Human Services Agency for the Wraparound Program; and a reduction of \$678,000 in charges by Health Administration, Correctional Services, and Aging and Adult Services to both Health operating divisions and other County General Fund budget units. The Agricultural Commissioner/Sealer has combined its operation into one OBM unit, resulting in the elimination of \$972,637 in In-house charges.

Contingencies/Departmental Reserves

There is an increase of \$486,592 in this expenditure category. The balance in General Fund Reserves represents 5.1% of Net Appropriations, significantly exceeding County policy. The General Fund Reserve will cover potential costs for audit adjustments, net equity required for the Managed Care Plan and housing projects in Mental Health, the hand-held inspection equipment project in Environmental Health, a reserve against Bioterrorism costs in Public Health, and reserves for the Department-wide Information Technology Strategic Plan (ITSP). Non-General Fund Reserves have been increased by \$392,491 to \$5,062,759. This reserve consists of \$1,672,539 for the EMS Trust Fund and \$3,390,220 for the In-Home Supportive Services Public Authority.

NET COUNTY COST

There is an increase of \$5,807,823 or 14.4% in this Department/Agency's General Fund allocation. This increase is due primarily to merit increases, annualization of mid-year position changes, negotiated labor increases, the Adult Health Care Coverage Expansion project, Choices Reentry, and 3% cost-of-living increases to community-based organizations as approved by the Board of Supervisors.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,136,839 or 0.6% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Licenses, Permits and Franchises

There is an increase of \$39,030 in this funding source due to increased Environmental Health well and septic permit fee collections.

Fines, Fees and Forfeitures

There is an increase of \$38,306 in this funding source for Court fines allocated to the Emergency Medical Services Trust Fund.

Intergovernmental Revenues

There is a decrease of \$114,711 in this funding source due to a decrease of \$326,951 in Animal Control contributions from the cities, an estimated decrease of \$12,696 Realignment sales tax revenue in Aging and Adult Services, and increases of \$224,936 for meal rates and federal Welfare revenue for the Healthier Outcomes Through Multidisciplinary Engagement (HOME) team.

Charges for Services

There is an increase of \$784,142 in this funding source. Projected increases include: \$282,096 in Mental Health Medi-Cal Federal Financial Participation (FFP) due to increased utilization review and quality improvement, as well as improved claiming processes; \$75,000 in Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM) revenues; \$135,400 in Environmental Health fees; \$251,690 in Public Health Laboratory services, vital statistics, and other fees; and \$33,500 in Aging and Adult Services Public Guardian fees to meet costs associated with negotiated and merit increases.

Miscellaneous Revenue

There is a decrease of \$2,419 in this funding source reflecting a reduction of \$60,000 in First 5 funding to Public Health, which is offset by additional revenues from other grants and miscellaneous fees

Fund Balance

There is a decrease of \$392,491 in this funding source based on estimated year-end closings.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,016,684 or 1.6% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$4,059,583 in this expenditure category for negotiated labor increases, inclusion of merit increases, and the full year cost of new positions added in FY 2007-08.

Services and Supplies

There is an increase of \$325,814 in this expenditure category. In FY 2007-08, Family Health Services is being separated from Public Health as a separate budget unit. In order to meet their operating targets, Health Administration decreased its accounting and administrative charges for both divisions; this one-time reduction of \$558,000 has been restored as an increase in Services and Supplies. An increase of \$113,065 in the Household Hazardous Waste program has been fully funded through reductions in other appropriations and the use of Reserves. There has been a decrease of \$326,951 in the Peninsula Humane Society contract.

Other Charges

There is a decrease of \$59,741 in this expenditure category due to reduced grant funding from First 5 Commission.

Fixed Assets

There is a decrease of \$80,000 in this expenditure category due to the elimination of a prior year one-time fixed asset purchase.

Other Financing Uses

There is a decrease of \$200,000 in this expenditure category due to the elimination of a prior year one-time generator purchase in Public Health.

Intrafund Transfers

There is an increase of \$292,550 in this expenditure category due to increases in charges from Health Administration and Correctional Food Services to the Health operating divisions and other County departments.

Contingencies/Departmental Reserves

There is an increase of \$263,578 in this expenditure category reflecting one-time use of Reserves for appropriations to meet Public Health and Environmental Health NCC targets, offset by an increase of \$392,491 in Non-General Fund Reserves for the EMS Trust Fund and IHSS Public Authority Funds.

NET COUNTY COST

There is an increase of \$2,879,845 or 6.3% in this Department/Agency's General Fund allocation. This increase is due primarily to negotiated labor increases, inclusion of merit increases, and annualization of new positions added in FY 2007-08.

Health Administration (5500B)

Program Locator

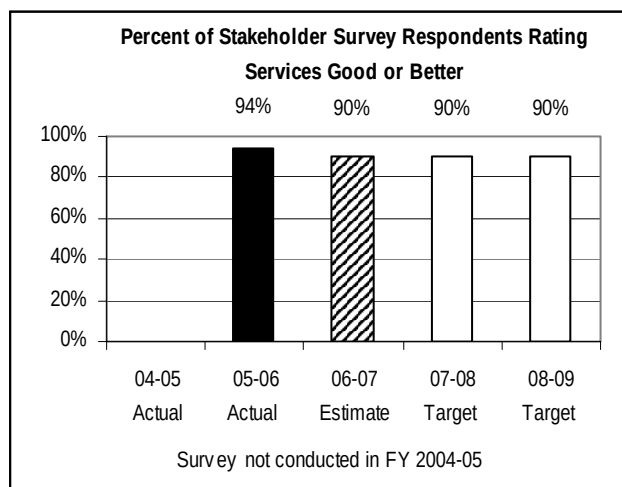
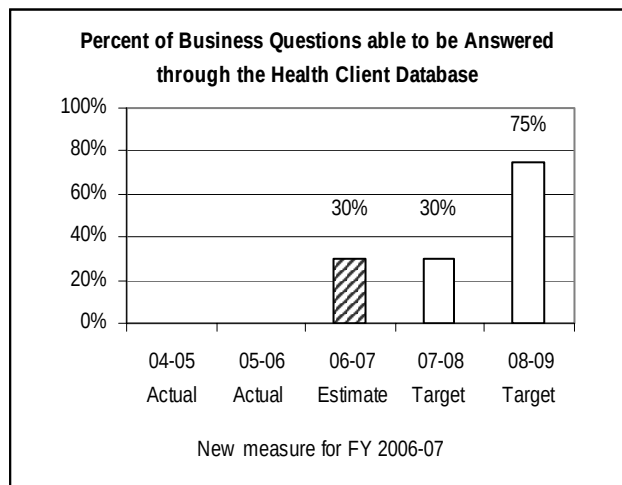
County

Health

Health Department

▷ **Health Administration**

Headline Measures



Program Outcome Statement

Health Administration promotes and improves the health and well-being of the community by providing overall leadership, policy setting, management, and fiscal and administrative support of public healthcare and services.

Services and Accomplishments

Health Administration contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by engaging the community in identifying health needs and working with community members and groups toward solutions; improving inter- and intra-departmental program and service coordination; and seeking ways to minimize Net County Cost. Health Administration is an administrative unit that works closely with all Divisions of the Health Department. Health Administration provides leadership for the Department and the County in meeting community healthcare needs; ensures that all Health Divisions have the capacity to provide needed care and services to residents; and provides support to the Board of Supervisors, County Manager, other agencies, and the public. Health Administration, through its designated Public Information Officer, provides information to the media and the public on all health issues; oversees the budget for the entire Department; works with the state and federal governments on funding issues; provides budget and accounting services for Health Policy and Planning, Emergency Medical Services, and Correctional Services; offers needed information for financial audits of the Department; oversees contractual agreements between the Department and independent contractors; provides leadership and central coordination for information technology, including implementation of the Department's Information Technology Strategic Plan (ITSP); and provides Countywide leadership for compliance with the Americans with Disabilities Act (ADA) for County-provided services.

The following are major accomplishments in the current year:

- Provided technical, analytical, and planning assistance to the Health divisions and other County departments (Human Services Agency, San Mateo Medical Center, Probation, and Sheriff's Office) for various initiatives such as those related to Correctional Services inpatient treatment, Disease Control and Prevention reorganization, Health Policy and Planning's Linguistic Access Assessment and the 2007 Adolescent Report, and the County Manager's Office internal and external communications improvement planning task forces
- Coordinated ongoing implementation of the Department's Information Technology Strategic Plan (ITSP), including development of the first iteration of the new Department-wide data warehouse (Health Client Data Store) incorporating standards to facilitate Countywide reporting, and assisted in coordinating the implementation of various other ITSP projects—such as the new the Public Health Lab system, the replacement system for registration/billing/electronic medical records for Mental Health Services, and the Q Case Management system for Aging and Adult Services
- Continued to improve public communication and education about responses to disease outbreaks, including: development and distribution of the brochure entitled "What You Can Do To Stop The Flu" into city halls, libraries, and local hospitals throughout the county; collaboration with American Red Cross

and El Concilio in launching the Latino Community Disaster Preparedness Project in South San Francisco and North Fair Oaks; and completion of an employee survey to assess the Department's language capacity

- Participated, through the Public Information Officer, in the Silver Dragon Drill with Public Health, Office of Emergency Services, and the City of Foster City to test the County's ability to deliver medications door-to-door from the Strategic National Stockpile
- Conducted two Crisis and Emergency Risk Communication trainings for County leaders in conjunction with the Board of Supervisors and the HSA
- Revised the prioritization criteria for Americans with Disabilities Act (ADA) access to all County facilities by working with the ADA Compliance Committee of the Commission on Disabilities and continued staff training on the County's ADA policies
- Continued long-range financial planning to improve budget analysis and forecasting for early identification of major budget issues, demographic changes, and future state and federal funding plans
- Expanded coordination of significant departmental funding streams such as Medi-Cal Administrative Activities (MAA) and Targeted Case Management (TCM)
- Converted the Health Department's primary building to a card-key system for improved security, in coordination with the Sheriff's Office
- Coordinated and managed the integration into the Health Department of several new programs, including the Agricultural Commissioner/Sealer budget unit

Story Behind Performance

As a part of the FY 2005-06 budget, the Health Department created a new Health Policy and Planning unit. With this change, several functions and services that previously had resided in Administration were moved to the new unit; as a result of this reorganization, Health Administration is now focused more directly on Department-wide administrative services functions such as information technology, public and media relations, budget and accounting, contract administration, outcome-based management, and building and infrastructure requirements including security.

Major challenges over the next two years will be:

- To implement the Department's ITSP, given more than 40 different data systems operating within departmental programs
- To develop financial and programmatic strategies that ensure the Department can provide needed care to residents, especially as state, federal, and local funding for programs decreases or shifts to other priorities
- To continue a collaborative approach to providing health and behavioral healthcare with SMMC, Probation, HSA, and the Sheriff's Office
- To improve staff and community preparedness for emergencies and disasters, including identification of community-based organizations that may be helpful in communicating with special populations during an emergency

- To provide effective, proactive information to the media and the public in a crowded information environment
- To improve the effective use of the Internet and other technologies for information gathering and dissemination, and continue to provide leadership and support to the Divisions related to maintaining an effective web presence
- To lead a Departmental effort and support the Divisions in succession planning to prepare for an anticipated increase in employee retirements over the next three to five years
- To work closely with the Health Plan of San Mateo (HPSM) to improve insurance services and access for county residents
- To collaborate with other County departments to develop the capacity of community-based organizations to meet service demands
- To identify long-term space requirements and ensure that facilities are adequate for carrying out critical health functions, consolidate programs in leased facilities, and prepare for resilience in the physical plant—particularly in case of events such as a major flu or other disease outbreak, natural disaster, or terrorist event

Program Objectives

Health Administration will meet performance targets by doing the following:

Maintain 0% of Budgets Exceeding Appropriations at Year-End

- Continue regular budget monitoring and communications with the Divisions about risks, liabilities, trends, and projections
- Meet regularly with the Department's fiscal officers, individually and as a group
- Continue long-range financial planning and analysis
- Identify new funding sources and opportunities to enhance existing sources
- Continue to review, modify, and strengthen strategies to maximize funding programs including MAA and TCM

Achieve an Overall Stakeholder Satisfaction Rating of at least 90%

- Identify appropriate stakeholders in the Department to receive the survey
- Send survey to stakeholders with cover memo encouraging response
- Follow up with those surveyed to encourage response and address areas of concern
- Continue to use an on-line survey tool

Achieve a 30% Rate of Business Questions able to be Answered through the Health Client Data Store

- Review and prioritize business questions as necessary
- Determine source systems and business questions for the second iteration of the Health Client Data Store
- Implement the second iteration and run reports

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of budgets monitored	11	12	12	13	13
Number of agreements, amendments, and other Board of Supervisor items processed	498	620	600	630	630
How Well We Do It (Quality)					
Percent of Health Department budget allocated to Health Administration	2%	2%	1%	1%	1%
Percent of budgets exceeding appropriations at year-end	0%	0%	0%	0%	0%
Percent of business questions able to be answered through the Health Client Data Store ⁽¹⁾	---	---	30%	30%	75%
Is Anyone Better Off? (Outcome)					
Percent of stakeholder survey respondents rating services good or better ⁽²⁾	---	94%	90%	90%	90%

⁽¹⁾ New measure for FY 2006-07.

⁽²⁾ Survey not conducted in FY 2004-05.

Health Administration (5500B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	24.0	17.0	16.0	13.0	(3.0)	13.0
Funded FTE	24.0	16.5	15.5	13.0	(2.5)	13.0
Total Requirements	885,048	927,223	2,165,869	1,760,742	(405,127)	1,760,742
Total Sources	1,210,210	1,410,916	1,867,857	1,760,742	(107,115)	1,760,742
Net County Cost	(325,161)	(483,693)	298,012		(298,012)	
NCC Breakdown						
Non-Mandated Services			298,012		(298,012)	

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$0.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; reductions in contract expenses; and increased reimbursement (Intrafund Transfers) to the various divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(107,115)	235,676	(204,254)	0	138,537	0

2. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. One Executive Secretary-C position is being transferred to Health Policy and Planning (HPP) to provide support to the Health Officer and Health Department initiatives. One vacant Medicare Implementation Manager position is being deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(236,549)	0	0	(236,549)	(2)

3. Transfer of Adult Healthcare Expansion Project to Health Policy and Planning

The Adult Health Care Expansion project is being transferred to HPP. This includes the transfer of one Management Analyst III-U position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(200,000)	0	0	(200,000)	(1)

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(107,115)	(200,873)	(204,254)	0	(298,012)	(3)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increased reimbursement (Intrafund Transfer) to the various divisions of the Health Department.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	88,771	(88,771)	0	0	0

Health Administration (5500B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	856,506	292,289	649,727	652,798	3,071	652,798
Charges for Services		60,792	136,710	136,710		136,710
Interfund Revenue	114,327	15,668	19,568	19,568		19,568
Miscellaneous Revenue	2,201	457,892	424,496	314,310	(110,186)	314,310
Total Revenue	973,034	826,641	1,230,501	1,123,386	(107,115)	1,123,386
Fund Balance	237,176	584,275	637,356	637,356		637,356
TOTAL SOURCES	1,210,210	1,410,916	1,867,857	1,760,742	(107,115)	1,760,742
REQUIREMENTS						
Salaries and Benefits	1,969,981	1,611,058	2,221,204	2,049,380	(171,824)	2,138,151
Services and Supplies	962,802	1,034,329	1,231,758	1,095,836	(135,922)	1,095,836
Other Charges	901,887	921,713	1,064,394	1,171,267	106,873	1,171,267
Gross Appropriations	3,834,670	3,567,100	4,517,356	4,316,483	(200,873)	4,405,254
Intrafund Transfers	(2,981,095)	(2,891,586)	(2,988,843)	(3,193,097)	(204,254)	(3,281,868)
Net Appropriations	853,575	675,515	1,528,513	1,123,386	(405,127)	1,123,386
Contingencies/Dept Reserves	31,473	251,708	637,356	637,356		637,356
TOTAL REQUIREMENTS	885,048	927,223	2,165,869	1,760,742	(405,127)	1,760,742
NET COUNTY COST	(325,161)	(483,693)	298,012		(298,012)	0
AUTHORIZED POSITIONS						
Salary Resolution	24.0	17.0	16.0	13.0	(3.0)	13.0
Funded FTE	24.0	16.5	15.5	13.0	(2.5)	13.0

Health Policy and Planning (5550B)

Program Locator

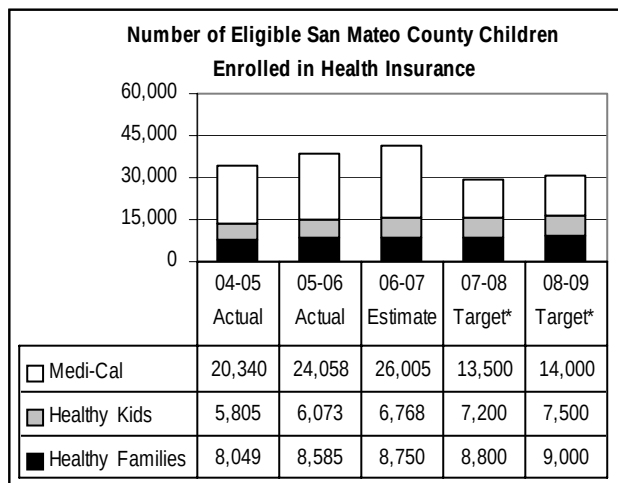
County

Health

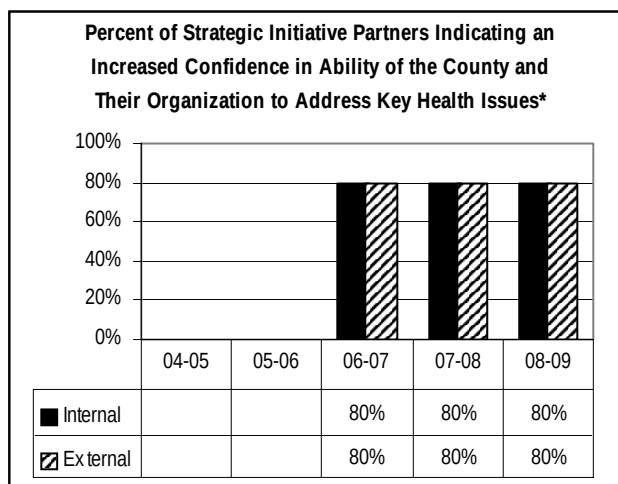
Health Department

▷ **Health Policy and Planning**

Headline Measures



*Medi-Cal numbers for FY 2007-08 and FY 2008-09 have been revised to reflect an unduplicated count.



*New measure beginning in FY 2006-07.

Program Outcome Statement

Health Policy and Planning (HPP) increases the Health Department's ability to improve community health by addressing strategic health issues in partnership with the community.

Services and Accomplishments

Health Policy and Planning contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All and to be a Responsive, Effective, and Collaborative Government through community-based health planning and assessment and data and policy analysis. HPP carries out projects and initiatives that represent strategic priorities of the Health Department aimed at long-term and systemic impact on community health.

The HPP unit is made up of three sections: 1) the Health Officer aligns the broad concerns of promoting social, economic, and environmental conditions toward improving health and well-being and preventing illness, disease, and injury; 2) Policy and Planning leads strategic planning, engages the community, and analyzes data and policy opportunities to inform Department practice and priority setting; and 3) the Children's Health Initiative (CHI) conducts outreach, enrollment, retention, and utilization activities for the Healthy Kids, Healthy Families, and Medi-Cal insurance programs for low-income children and families.

The following are major accomplishments in the current year:

- Progressed in addressing health disparities by implementing first year objectives of the *Prevention of Childhood Obesity (PCO) Blueprint* in collaboration with 200 stakeholders; began implementation of the *Alcohol, Tobacco, and Other Drug (ATOD) Prevention Roadmap* in partnership with the Human Services Agency and community-based organizations; and completed the Linguistic Access to Health Services Assessment, which was approved by the Board of Supervisors in October 2006
- Convened the Blue Ribbon Task Force on Adult Health Care Coverage Expansion, in conjunction with over 60 community and countywide leaders
- In partnership with the Youth Commission, completed and secured Board of Supervisors approval of the 2007 Adolescent Report
- Invited to present lessons learned from the Active for Life, Smoke Free Start for Families, and Male Involvement Program to national audiences attending the 2006 American Public Health Association (APHA) Annual Conference
- Convened the Tobacco Cessation Summit to strategize opportunities to sustain free cessation services with the planned termination of program funding
- Assumed responsibility for special projects representing strategic priorities for each division of the Health Department including youth asset development, the Healthier Outcomes through Multidisciplinary Engagement (HOME) Team evaluation, Health Client Data Store, and the Aging 2020 Study
- Obtained from each of 13 community-based organizations (CBOs) a Memorandum of Understanding in which the signing CBO agreed to assist the Health Department in disseminating messages to vulnerable populations in an emergency
- Coordinated CHI, the countywide community-based strategic initiative to provide health insurance coverage to all uninsured

children from low income families. Continued to increase the number of San Mateo County children with health insurance and support statewide adoption of universal health insurance coverage for children

- In partnership with the Tobacco Education Coalition and senior staff of the University of California Cooperative Extension, integrated these program areas into the Health Department in follow-up to the San Mateo County Organizational Review
- Completed local recruitment activities for the Active for Life Program, a four-year research study funded by the Robert Wood Johnson Foundation

Story Behind Performance

As part of the FY 2006-07 budget development process, a new OBM program plan for HPP and associated performance measures were developed; FY 2007-08 is the first year that performance measures reflect the new goals and cross-departmental programmatic focus of this unit.

Moving HPP from categorical funding commitments to a unit with broad department-wide alignment was identified as a major challenge for FY 2006-07. The unit completed an internal strategic plan that strengthens its ability to respond to and carry out Department and communitywide strategic priorities. As a component of the funding and function realignment, the Male Involvement Program has been transferred to the new Family Health Services Division. Under the San Mateo County Organizational Review, U.C. Cooperative Extension was transferred in to HPP. As part of an internal reorganization within the Department, some health promotion functions, including the Tobacco Prevention Program, have been transferred to Public Health and Environmental Protection to initiate a Chronic Disease and Injury Prevention program.

Major challenges over the next two years will be:

- To make significant progress in addressing long-term community health challenges and reducing health disparities by supporting community capacity to continue implementing key action steps of the strategic plans for PCO and ATOD Prevention, and the Linguistic Access Assessment
- To implement recommendations of the Service Needs for the Aging Population 2020-2030 assessment
- To implement a plan to sustain CHI both financially and operationally, positioning this program for long-term success
- To continue developing program models and evaluation mechanisms for pilot projects representing strategic priorities of the Department, such as CHI, the complex needs of clients who frequently rely on the San Mateo Medical Center (SMMC) Emergency Department, and other key projects
- To bring recommendations to the Board of Supervisors from the Blue Ribbon Task Force on Adult Health Care Coverage Expansion

Program Objectives

Health Policy and Planning will meet performance targets by doing the following:

Reduce Community Health Disparities in Partnership with County Departments and the Community

- Lead collaborations that engage the community in addressing identified health problems, including the efforts of the PCO and ATOD Prevention Task Forces
- Conduct studies projecting and assessing the effectiveness, accessibility, and quality of client- and population-based health services including the Linguistic Access Assessment
- Involve the perspectives of all county communities in Health Department planning and programs

Provide Technical Assistance to Health Department Programs and Community Organizations

- Research best practices in the areas of health, health disparities, health assessments, and health data sources
- Provide guidance and support on health promotion strategies, program design, funding sources, grant writing, and social marketing
- Participate in community strategic planning and program evaluations, including leadership of the CHI evaluation and the Blue Ribbon Task Force on Adult Health Care Coverage Expansion
- Provide analytic support required to launch, sustain, and strengthen community and Health Department planning and programs
- Improve use of data analysis to inform program planning and ongoing program development
- Facilitate collaborative and proactive grant applications to support innovative programs and systems change
- Serve as a resource on federal and state legislation in partnership with the Health Department Public Information Officer

Enroll an Additional 1,700 Children in Health Insurance Plans (Non-Duplicated Count), Increase Benefits Utilization Rates, and Improve Access To Healthcare

- Continue to work with all school districts, community-based organizations, and County agencies to provide easily accessible gateways to enrollment in all public health insurance programs, including Medi-Cal, Healthy Families, Healthy Kids, and the WELL Program
- Implement and monitor health navigation, utilization, and retention strategies that increase contact with families and improve their understanding and use of benefits
- Address healthcare barriers identified on the CHI Second and Third Annual Evaluation report, in addition to the WELL indigent care pilot project in partnership with SMMC and the Health Plan of San Mateo (HPSM)

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of community members engaged in addressing high priority health issues	---	320	450	450	450
Number of performance measures monitored	117	123	162	163	163
How Well We Do It (Quality)					
Percent of partner and client satisfaction with Health Policy and Planning work:					
- Technical assistance recipients	---	90%	90%	90%	90%
- Task force and strategic initiative partners	---	90%	90%	90%	90%
Number of strategic policy benchmarks reached by Policy and Planning ⁽¹⁾	---	---	10	10	12
Is Anyone Better Off? (Outcome)					
Number of eligible San Mateo County children enrolled in health insurance: ⁽²⁾					
- Medi-Cal	20,340	24,058	26,005	13,500	14,000
- Healthy Families	8,049	8,585	8,750	8,800	9,000
- Healthy Kids	5,850	6,073	6,768	7,200	7,500
TOTAL	34,194	38,716	41,523	29,500	30,500
Percent of strategic initiative partners indicating an increased confidence in ability of the County and their organization to address key health issues: ⁽¹⁾					
- Internal	---	---	80%	80%	80%
- External	---	---	80%	80%	80%

⁽¹⁾ New measure beginning in FY 2006-07.

⁽²⁾ Medi-Cal numbers for FY 2007-08 and FY 2008-09 have been revised to reflect an unduplicated count.

Health Policy and Planning (5550B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	2.0	30.0	28.0	27.0	(1.0)	27.0
Funded FTE	1.2	28.1	26.7	25.4	(1.3)	25.4
Total Requirements	5,270,551	6,238,404	7,023,977	8,651,394	1,627,417	8,690,975
Total Sources	5,135,602	5,377,398	5,934,586	6,961,327	1,026,741	7,000,908
Net County Cost	134,949	861,006	1,089,391	1,690,067	600,676	1,690,067
NCC Breakdown						
Non-Mandated Services			1,089,391	1,690,067	600,676	1,690,067

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,690,067 or 19.7%, of which 100% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increase in contracts; increased reimbursement (Intrafund Transfers) to the various divisions of the Health Department; and increased insurance premium costs and associated revenues for the Children's Health Initiative (CHI) due to growth in the number of clients.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,026,741	1,593,891	(6,127)	91,157	652,180	0

2. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing organizational requirements. Two Health Promotion positions—an Unclassified Community Worker II and a Program Services Manager I—are being transferred to the newly created Chronic Disease and Injury Prevention unit within Public Health, and one Public Health Nurse is transferred to Emergency Medical Services. One vacant Community Program Specialist III is being deleted and the job responsibilities redistributed within the unit. One Executive Secretary-C is being transferred in from Health Administration to work more closely with the Health Officer and on various Department initiatives. One Health Educator position is being added to work with the County Office of Education and other projects, with the County Office of Education covering 50% of the cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(251,504)	0	0	(251,504)	(2)

3. Transfer of Adult Healthcare Expansion from Health Administration

The Adult Health Care Expansion project has been transferred in from Health Administration. This includes the cost of one Management Analyst III position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	200,000	0	0	200,000	1

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,026,741	1,542,387	(6,127)	91,157	600,676	(1)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased reimbursement (Intrafund Transfers) to the various divisions of the Health Department; and increased revenues for the CHI.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
39,581	136,193	(96,612)	0	0	0

Health Policy and Planning (5550B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		295,484	593,426	253,227	(340,199)	253,227
Charges for Services		151,829		483,000	483,000	483,000
Interfund Revenue	29,000	29,000	29,000	29,000		29,000
Miscellaneous Revenue	5,105,048	4,893,712	5,288,309	6,097,543	809,234	6,137,124
Total Revenue	5,134,048	5,370,025	5,910,735	6,862,770	952,035	6,902,351
Fund Balance	1,554	7,373	23,851	98,557	74,706	98,557
TOTAL SOURCES	5,135,602	5,377,398	5,934,586	6,961,327	1,026,741	7,000,908
REQUIREMENTS						
Salaries and Benefits	671,565	2,180,899	2,593,592	2,693,238	99,646	2,835,233
Services and Supplies	6,839,300	8,034,856	8,691,154	10,139,344	1,448,190	10,133,542
Other Charges	53,131	125,247	148,842	143,393	(5,449)	143,393
Gross Appropriations	7,563,997	10,341,001	11,433,588	12,975,975	1,542,387	13,112,168
Intrafund Transfers	(2,295,000)	(4,105,425)	(4,412,438)	(4,418,565)	(6,127)	(4,515,177)
Net Appropriations	5,268,997	6,235,577	7,021,150	8,557,410	1,536,260	8,596,991
Contingencies/Dept Reserves	1,554	2,827	2,827	93,984	91,157	93,984
TOTAL REQUIREMENTS	5,270,551	6,238,404	7,023,977	8,651,394	1,627,417	8,690,975
NET COUNTY COST	134,949	861,006	1,089,391	1,690,067	600,676	1,690,067
AUTHORIZED POSITIONS						
Salary Resolution	2.0	30.0	28.0	27.0	(1.0)	27.0
Funded FTE	1.2	28.1	26.7	25.4	(1.3)	25.4

Emergency Medical Services GF (5600B)

Program Locator

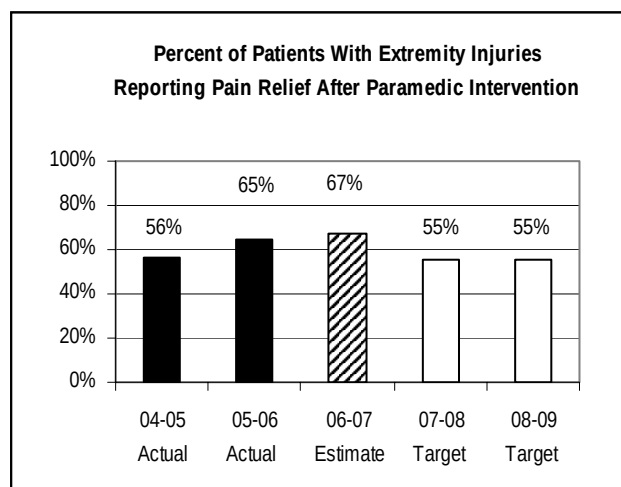
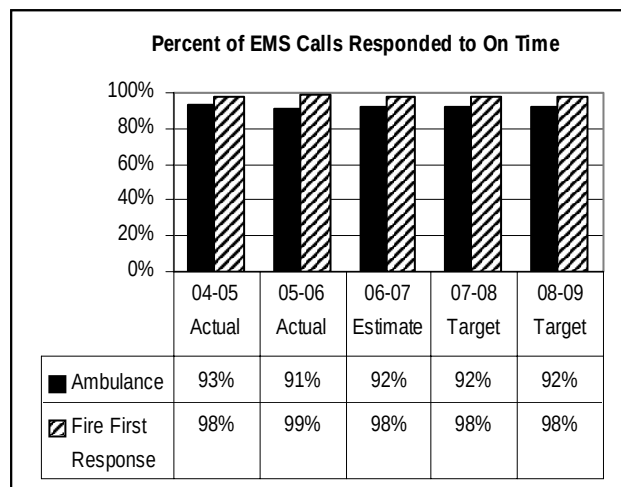
County

Health

Health Department

▷ **Emergency Medical Services GF**
Emergency Medical Services Trust Fund

Headline Measures



Program Outcome Statement

Emergency Medical Services (EMS) provides an integrated and coordinated system of services to ensure appropriate, timely, and respectful emergency medical care to meet the needs of patients and their families in San Mateo County.

Services and Accomplishments

EMS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing oversight and coordination of the countywide emergency medical services system, a nationally recognized program featuring a private/public partnership between an ambulance provider and a Joint Powers Authority (JPA) of fire service agencies. The system includes emergency medical dispatch, fire service paramedic first response, emergency paramedic ambulance transport, air ambulance services, and interfaces with hospital emergency departments, trauma centers, and pediatric critical care centers. EMS is also responsible for medical/health disaster activities in cooperation with the Sheriff's Office of Emergency Services (OES). Dispatch and communication functions are consolidated in Public Safety Communications within Community Services. EMS is currently funded by ambulance contractor fees and fines, transfers from the EMS Trust Fund established under SB 12, and interfund transfers from other divisions of the Health Department.

The following are major accomplishments in the current year:

- Completed development of the San Mateo County Mental Health Assessment and Referral Team (SMART) which responds to law enforcement requests to persons having behavioral emergencies, including production of a training video for law enforcement personnel
- Continued working with local hospitals, skilled nursing facilities, and clinics to develop plans for expanding staffing and bed capacity in preparation for Pandemic Influenza
- Began an EMS system redesign process in partnership with stakeholders and the Emergency Medical Care Committee

Story Behind Performance

Emergency medical services are monitored in terms of response times required of the ambulance contractor, which responds to more than 40,000 9-1-1 calls per year. These response times are contractually specified, with an on-time rate for the past several years of 98% or better for paramedic first response and 91% or better for ambulance response, as shown in Headline Measure 1.

Headline Measure 2—percentage of patients with blunt extremity injuries reporting pain relief—reflects whether patients are better off as a result of the paramedic intervention performed by EMS contractors. Pain relief is an indication of appropriate prehospital care, which is measured in accordance with the EMS Agency Medical Treatment Protocol Manual. This data is obtained by query to the prehospital patient care record database. Therefore, data accuracy is dependent on complete and accurate documentation by the paramedic.

Working with the emergency ambulance contractor, EMS has developed and implemented an integrated data collection system. The Contractor's ambulances and all but one fire service agency are now using this system for patient medical records. This database of

prehospital patient records is very useful in evaluating EMS system performance and for system planning.

Major challenges over the next two years will be:

- To conduct an EMS Redesign Process in partnership with stakeholders, technical experts, and the Emergency Medical Care Committee
- To prepare a Request for Proposals (RFP) for countywide first response and emergency ambulance service
- To improve data collection, data sharing, and reporting
- To expand community education programs to promote community disaster preparedness, lay person first aid and CPR, and injury prevention
- To increase the disaster preparedness of hospitals and emergency medical services providers to build community capacity to respond to a disaster

Program Objectives

Emergency Medical Services will meet performance targets by doing the following:

Achieve a Rating of 55% of Patients With Extremity Injuries Reporting Pain Relief After Paramedic Intervention

- Ensure accurate and complete paramedic documentation in accordance with protocols
- Continue to measure paramedic compliance with standards
- Provide additional training and feedback to paramedics to improve compliance

Maintain On-Time Response for at least 92% of Ambulance Calls and 98% of First Fire Response Calls

- Continue to use the EMS data system to evaluate skills and treatments and develop reports to improve patient care and system performance

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to use a Quality Leadership Council, consisting of representatives of the 9-1-1 ambulance and fire service first-response agencies, to identify areas needing assessment and implement the subsequent quality improvement processes

Assist Local Hospitals To Expand Staffing and Bed Capacity for Pandemic Influenza

- Continue to work with local hospitals and other healthcare facilities to complete plans for expanding staffing and bed capacity for the threat of Pandemic Influenza

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of educational opportunities offered to EMS personnel	410	279	300	325	325
Number of 9-1-1 calls for medical response	39,068	40,222	40,000	40,000	40,000
How Well We Do It (Quality)					
Percent of EMS calls responded to on time:					
- Ambulance	93%	91%	92%	92%	92%
- Fire First Response	98%	99%	98%	98%	98%
Percent of customer survey respondents rating emergency medical response and/or transport as good or better	97%	99%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of patients with extremity injuries reporting pain relief after Paramedic intervention	56%	65%	67%	55%	55%

Emergency Medical Services GF (5600B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	4.0	5.0	6.0	6.0		6.0
Funded FTE	4.0	4.5	6.0	6.0		6.0
Total Requirements	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
Total Sources	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652

Program Net County Cost

This program has no Net County Cost. Its operations are fully funded by ambulance contractor fees, and transfers from the EMS Trust Fund and other divisions of the Health Department.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increased reimbursement (Intrafund Transfers); and transfer of the Health Resources and Services Administration (HRSA) Hospital Emergency Preparedness program to Public Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(471,913)	(507,248)	(2,982)	0	(38,317)	0

2. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. One Community Program Specialist III position is being transferred to Mental Health Administration; this action was approved by the Board of Supervisors as a Salary Ordinance Amendment on March 27, 2007. One Public Health Nurse is being transferred in from Health Policy and Planning to support EMS projects and initiatives.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	38,317	0	0	38,317	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(471,913)	(468,931)	(2,982)	0	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and an increase in revenue from court fines.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
29,306	29,306	0	0	0	0

Emergency Medical Services GF (5600B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	6,905	7,230	5,500	5,500		5,500
Fines, Forfeitures and Penalties	170,914	249,763	478,651	749,275	270,624	778,581
Intergovernmental Revenues	62,403	430,833	934,111		(934,111)	
Miscellaneous Revenue	484,235	580,571	406,997	598,571	191,574	598,571
TOTAL SOURCES	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
REQUIREMENTS						
Salaries and Benefits	493,284	546,236	738,653	808,720	70,067	838,026
Services and Supplies	218,914	1,191,229	1,443,870	960,473	(483,397)	960,473
Other Charges	50,461	52,192	55,933	100,332	44,399	100,332
Fixed Assets			100,000		(100,000)	
Gross Appropriations	762,659	1,789,657	2,338,456	1,869,525	(468,931)	1,898,831
Intrafund Transfers	(38,202)	(521,260)	(513,197)	(516,179)	(2,982)	(516,179)
TOTAL REQUIREMENTS	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
AUTHORIZED POSITIONS						
Salary Resolution	4.0	5.0	6.0	6.0		6.0
Funded FTE	4.0	4.5	6.0	6.0		6.0

Emergency Medical Services Fund (5630B)

Budget Unit Locator

County

Health

Health Department

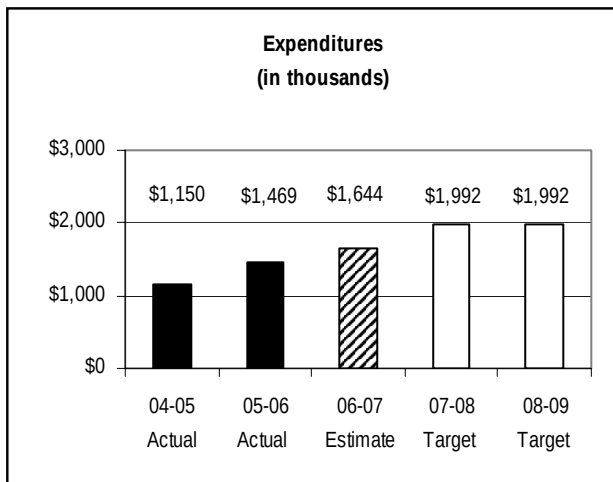
Emergency Medical Services General Fund

**Emergency Medical Services Trust Fund**

Budget Unit Description

The Emergency Medical Services (EMS) Trust Fund was established to implement SB12/612 (Maddy legislation) and is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees. SB12/612 funds are used to pay physicians for uncompensated emergency care and to pay hospitals providing disproportionate emergency and trauma care. The EMS program in the General Fund administers physicians' claims and receives an administrative fee from this trust fund to help defray operating expenses.

Recent legislation limits the amount of reserves that can be maintained within the Physician Services account to no more than 15% of collections. The payment schedule has been accelerated and the fees increased in order to reduce reserves and stay within the new limit.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. The EMS Trust Fund is fully supported by traffic fine revenues per Maddy Fund legislation.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: payments for Physicians/Trauma accounts will be funded from current reserves, in accordance with SB 476 which limits the amount of reserves that may be maintained to no more than 15% of collections. Revenues have been increased to reflect the levying of an additional penalty to be used for designated EMS-related purposes in accordance with Senate Bill 1773, which was passed in September 2006.

Revenue/Sources	608,625
Appropriations	348,272
Intrafund Transfers	0
Reserves	260,353
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Fund Balance

Budget adjustments have been made as follows: Fund Balance and Reserves have been increased to reflect anticipated revenue increases in FY 2007-08.

Revenue/Sources	260,353
Appropriations	0
Intrafund Transfers	0
Reserves	260,353
Net County Cost	0
Positions	0

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	1,106,231	1,114,995	1,156,000	1,868,381	712,381	1,868,381
Use of Money and Property	30,726	48,885	40,000	49,000	9,000	49,000
Intergovernmental Revenues		132,105				
Miscellaneous Revenue	369,020	459,518	334,807	334,807		334,807
Total Revenue	1,505,977	1,755,503	1,530,807	2,252,188	721,381	2,252,188
Fund Balance	882,226	1,238,619	1,524,942	1,412,186	(112,756)	1,672,539
TOTAL SOURCES	2,388,203	2,994,122	3,055,749	3,664,374	608,625	3,924,727
REQUIREMENTS						
Services and Supplies	1,149,584	1,469,180	1,643,563	1,991,835	348,272	1,991,835
Net Appropriations	1,149,584	1,469,180	1,643,563	1,991,835	348,272	1,991,835
Non-General Fund Reserves	1,238,619	1,524,942	1,412,186	1,672,539	260,353	1,932,892
TOTAL REQUIREMENTS	2,388,203	2,994,122	3,055,749	3,664,374	608,625	3,924,727

Aging and Adult Services (5700B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	83,561	73,065	80,000	80,000		80,000
Use of Money and Property	343,585	314,227	500,000	500,000		500,000
Intergovernmental Revenues	10,679,981	11,192,900	10,621,388	12,037,256	1,415,868	12,104,188
Charges for Services	1,467,545	2,147,113	2,935,901	2,959,394	23,493	2,992,893
Interfund Revenue	138,957	176,960	176,960	191,370	14,410	191,370
Miscellaneous Revenue	276,710	215,255	670,500	718,501	48,001	718,501
Other Financing Sources	33,690	34,654	40,000		(40,000)	
Total Revenue	13,024,028	14,154,174	15,024,749	16,486,521	1,461,772	16,586,952
Fund Balance	337,612	829,693	1,329,693	1,370,253	40,560	1,370,253
TOTAL SOURCES	13,361,640	14,983,867	16,354,442	17,856,774	1,502,332	17,957,205
REQUIREMENTS						
Salaries and Benefits	10,689,790	11,349,019	12,412,342	13,563,448	1,151,106	14,065,601
Services and Supplies	2,638,624	2,874,070	4,648,024	4,613,374	(34,650)	4,613,374
Other Charges	4,033,480	4,039,829	4,073,394	5,145,143	1,071,749	5,145,143
Gross Appropriations	17,361,894	18,262,919	21,133,760	23,321,965	2,188,205	23,824,118
Intrafund Transfers	(1,400,966)	(1,400,966)	(1,675,157)	(1,923,559)	(248,402)	(1,923,559)
Net Appropriations	15,960,928	16,861,953	19,458,603	21,398,406	1,939,803	21,900,559
Contingencies/Dept Reserves		492,081	992,081	1,032,641	40,560	1,032,641
TOTAL REQUIREMENTS	15,960,928	17,354,034	20,450,684	22,431,047	1,980,363	22,933,200
NET COUNTY COST	2,599,287	2,370,167	4,096,242	4,574,273	478,031	4,975,995
AUTHORIZED POSITIONS						
Salary Resolution	118.0	118.0	122.0	124.0	2.0	124.0
Funded FTE	118.2	118.0	120.3	123.7	3.3	123.7

Conservatorship Program (5700P)

Program Locator

County

Health

Health Department

Aging and Adult Services



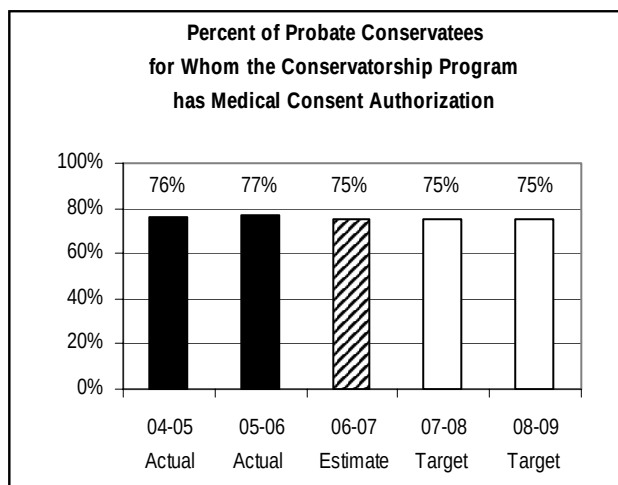
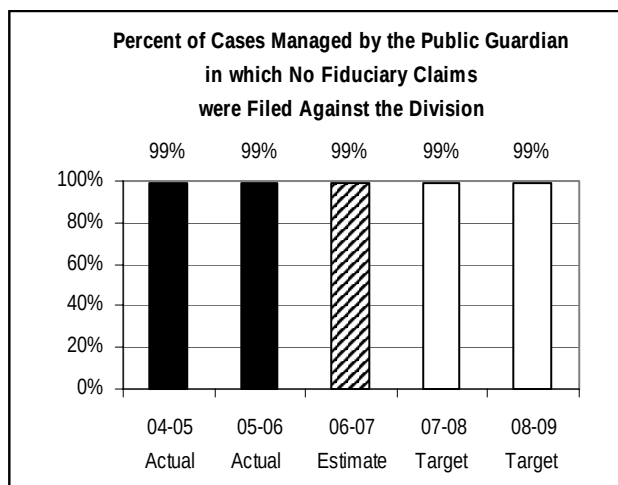
Conservatorship Program

Community-Based Programs

IHSS Public Authority

IHSS Public Authority GF

Headline Measures



Program Outcome Statement

The Aging and Adult Services (AAS) Conservatorship Program/ Public Guardian protects vulnerable people by providing comprehensive personal care and financial services to individuals who are disabled by mental illness, dementia, or chronic disease and are conserved by the Superior Court under the Probate Code and the Lanterman Petris Short (LPS) Act. This aspect of the continuum of care, although involuntary, strives to support the individual in maintaining as much independence as possible and includes both the individuals and their families in the decision making process whenever possible.

Services and Accomplishments

The Conservatorship Program contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing care and services for conservatees. The Conservatorship Program is administered by the Public Guardian under jurisdiction of the Superior Court and in partnership with Mental Health Services, County Counsel, Private Defender's Program, Court Investigator's Office, the Ombudsman Program, Golden Gate Regional Center, and family members. Staff are responsible for making medical and placement decisions, developing and implementing comprehensive care/treatment plans, and protecting the individual's personal and financial assets including the management and disposition of all real and personal property.

The following are major accomplishments in the current year:

- Effectively managed approximately \$60 million in client assets
- Expanded transportation services for conservatees
- Successfully moved conservatees who were in out-of-county placements back into San Mateo County through collaboration with Mental Health Services and the Full Service Partnership Program
- Expanded training opportunities for the Conservatorship Program staff
- In collaboration with the Superior Court, Mental Health Services, County Counsel, and the Private Defender's Program, developed a procedure to expedite obtaining the authority to secure appropriate placements for clients with dementia
- Moved all case management functions of the Conservatorship Program to a new automated, integrated client data and case management system (the Q system), allowing CompuTrust to serve solely as a trust accounting system

Story Behind Performance

Headline Measure 1, which measures fiduciary claims against the Division, is an important indication of the Conservatorship Program's success in providing services and managing conservatee assets effectively. The program continues to operate with virtually no claims, achieving a 99% avoidance rate over the past three years.

Securing medical consent authorization, shown in Headline Measure 2, enables program staff to make medical treatment decisions on behalf of conservatees who cannot make such decisions independently. Some clients are conserved primarily due to their inability to make responsible financial decisions, yet continue to retain capacity to make other decisions regarding their healthcare. Maintaining the maximum safe level of independence for the conservatees is part of the mission of AAS. This target/performance rate has remained at a level of 75% or higher over the past three years.

The Conservatorship program continues to actively participate in a collaborative effort to create and develop more appropriate housing options within San Mateo County for conserved clients. In FY 2006-07 there was an increase in the percentage of conserved clients for whom the Conservatorship Program found placement within San Mateo County as a result of the implementation of the Full Service Partnership Program, which was made possible by the Mental Health Services Act. Through collaboration with Mental Health Services and the Full Service Partnership Program, 78% of Public Guardian clients are now able to reside in San Mateo County, making it possible for clients to be closer to their families and making it easier for staff to work closely with the clients and their treatment teams.

In order to provide integrated physical and psychiatric needs assessments for older adults and persons with disabilities, the Public Guardian collaborates with San Mateo Medical Center (SMMC) and the Ron Robinson Senior Care Center. These interdepartmental efforts improve the health status of high-risk, vulnerable populations.

Major challenges over the next two years will be:

- To find appropriate community and institutional placements for conserved individuals on limited incomes
- To address the lack of resources for conservatees under 65 years with dementia and/or mental health issues and complex chronic medical conditions, as well as conservatees with dementia due to head trauma
- To equip staff with the necessary resources to address increasingly complex case management issues (e.g., client financial portfolios that consist of multiple real properties and investments) that can make the clients more vulnerable to fraud and financial exploitation
- To meet the new requirements of the Omnibus Conservatorship and Guardianship Reform Act of 2006 (AB 1363)

Program Objectives

The Conservatorship Program will meet performance targets by doing the following:

Ensure No Fiduciary Claims Against the Division for at least 99% of Cases Managed

- Continue to enhance quality assurance monitoring in the Public Guardian Program

Obtain Medical Consent Authorization for at least 75% of Probate Conservatees

- Continue to enhance collaboration among AAS programs to ensure that the County is granted medical consent authority for those who are not able to make medical decisions on their own behalf

Increase Capacity for Conservatee Placements

- Continue to work with SMMC staff to place eligible county residents in the Burlingame Long-Term Care facility
- Continue to work with Mental Health Services and the Full Service Partnership Program to create and develop more appropriate housing options within San Mateo County for conserved clients

Enhance the Older Adult System of Care

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and the lack of housing for the most vulnerable populations by working collaboratively with other departments and agencies such as SMMC, Mental Health Services, and the Health Plan of San Mateo (HPSM)
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Implement the AAS uniform assessment tool within the Public Guardian program, using it to plan and coordinate appropriate services including placement

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of persons conserved:					
- Probate	252	259	260	260	260
- Probate with Dementia Authority	119	122	125	125	125
- LPS (Lanterman Petris Short Act)	345	348	340	345	345
TOTAL	716	729	725	730	730
Total value of client assets managed by the Public Guardian	\$55,754,705	\$58,545,323	\$60,000,000	\$60,000,000	\$60,000,000
Number of Trusts administered (data development)	---	---	55	55	55
Number of face-to-face visits with clients (data development)	---	---	---	---	---
How Well We Do It (Quality)					
Percent of all clients who received at least one face-to-face visit every 90 days	93%	96%	95%	95%	95%
Number and percent of total accountings filed requiring Public Guardian to request a continuance from the court	55 / 9%	68 / 10%	60 / 10%	60 / 10%	60 / 10%
Is Anyone Better Off? (Outcome)					
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division	99%	99%	99%	99%	99%
Percent of conservatees placed within San Mateo County	60%	67%	78%	78%	78%
Percent of probate conservatees for whom the Conservatorship Program has medical consent authorization	76%	77%	77%	75%	75%

Conservatorship Program (5700P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	46.0	44.0	44.0	44.0		44.0
Funded FTE	46.0	44.5	43.7	44.0	0.3	44.0
Total Requirements	3,971,700	4,259,545	5,425,939	5,792,241	366,302	5,959,742
Total Sources	2,072,305	2,389,297	3,834,072	3,838,605	4,533	3,872,104
Net County Cost	1,899,395	1,870,248	1,591,867	1,953,636	361,769	2,087,638
NCC Breakdown						
Non-Mandated Services			1,591,867	1,953,636	361,769	2,087,638

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,953,636 or 33.7%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; changes in Public Guardian legal fees; increase in IT costs; and a portion of the cost shared with AAS Community-Based Programs to double fill a Supervising Deputy Public Guardian as a Trainer position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,533	460,415	(94,113)	0	361,769	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and an increase in Public Guardian fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
33,499	167,501	0	0	134,002	0

Community-Based Programs (5720P)

Program Locator

County

Health

Health Department

Aging and Adult Services

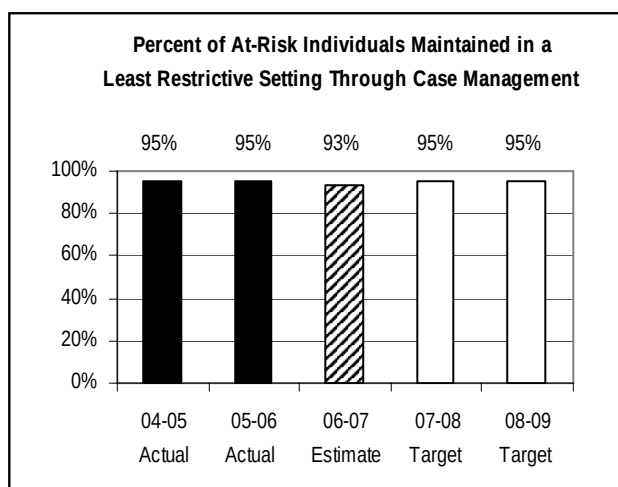
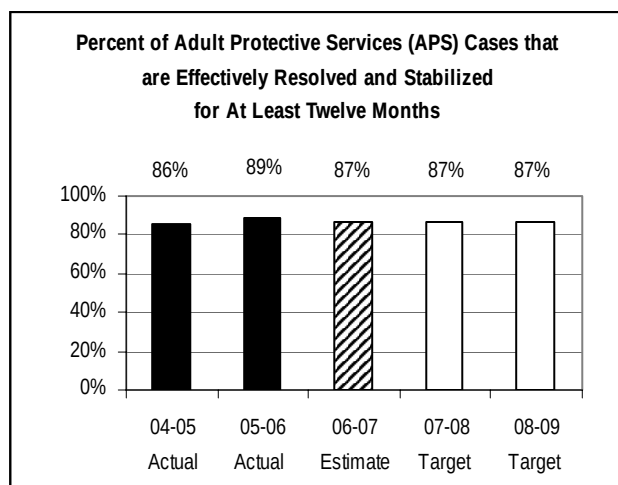
Conservatorship Program

▷ **Community-Based Programs**

IHSS Public Authority

IHSS Public Authority GF

Headline Measures



Data Development Measures

Aging and Adult Services (AAS) continues to make progress on the Long-Term Supportive Services Project (LTSSP) in an effort to achieve a fully capitated Medicaid/Medicare long-term care system. Fundamental to the success of LTSSP is a common assessment for all clients entering long-term care services. AB 786 was passed by the California Legislature in September 2003, making San Mateo County the state's pilot for implementing a uniform assessment tool in home- and community-based long-term care settings. AAS has developed a uniform assessment tool and has integrated the tool into its new automated case management system (the Q system). In addition, AAS has received approval from the California Department of Aging to begin piloting the uniform assessment tool in the Multipurpose Senior Services Program (MSSP). This is a significant accomplishment for AAS and its work toward achieving the LTSSP service delivery model. AAS plans to expand the use of the uniform assessment tool to all its programs over the next year.

Program Outcome Statement

AAS Community-Based Programs promote and sustain a high quality of life for older adults and persons with disabilities through development of an integrated continuum of care. In partnership with individuals, community-based organizations, and the Commissions on Aging and Disabilities, these programs help vulnerable older adults and persons with disabilities thrive in their communities; protect them from abuse and/or neglect; support their independence; and improve their health and safety through the provision of outreach, advocacy, protective and supportive services, and care coordination.

Services and Accomplishments

Community-Based Programs contribute to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a continuum of services for older adults and persons with disabilities. These programs fall under the categories of protection, support, and advocacy and are provided through the TIES (Teamwork Insuring Elder Support) Line, Centralized Intake, Adult Protective Services (APS), Representative Payee, AIDS Case Management, Linkages, Multipurpose Senior Services Program (MSSP), and the In-Home Supportive Services (IHSS) Program. Many clients first come to the attention of APS before being referred to other home- and community-based programs that allow them to continue residing safely in the community in the least restrictive setting possible. APS protects these clients from further abuse or neglect and provides support to stabilize their situations. Staff provides an array of prevention/early intervention services and advocacy on behalf of clients. The Division also serves as the Area Agency on Aging (AAA) that administers federal, state, local, and private funds in support of an integrated system of care for seniors and people with disabilities. This funding supports the planning and delivery of community-based services including congregate nutrition, home-delivered meals, health promotion and disease prevention,

senior employment, adult day healthcare, Alzheimer's day care, caregiver support, transportation, ombudsman services, health insurance counseling and advocacy, and legal services.

The following are major accomplishments in the current year:

- Moved all case management functions to a new automated, integrated client data and case management system (the Q system)
- Successfully integrated the uniform assessment tool into the new Q system for staff to begin piloting in various programs
- Finalized the Elder Abuse protocol among law enforcement, the District Attorney's Office, and Adult Protective Services
- Worked collaboratively with staff of the Ron Robinson Senior Care Center to better meet the medical and social needs of clients
- Increased internal and external communication through the use of the AAS Intranet and the County Internet websites
- Created a Family Caregiver Professionals Collaborative to increase coordination and support among agencies serving family caregivers
- Established a Hoarding Task Force with Code Enforcement, Environmental Health, Law Enforcement, Mental Health Services, Fire Prevention, and APS in order to reduce client and community risk associated with hoarding
- Participated through the Adult Abuse Prevention Collaboration in a countywide symposium on the prevention of elder abuse and fraud in order to increase awareness of this growing issue
- Participated in a collaborative project with the California Social Work Education Center focused on sustaining stipend money for Master's Level Social Workers interested in entering the field of Social Work with the aged

Story Behind Performance

The mission of AAS is to improve and maintain the health and safety of clients in the least restrictive setting possible. Headline Measure 1 indicates that at least 87% of individuals served by APS remain in stable situations for at least 12 months, reflecting staff effectiveness at protecting the most vulnerable residents from potentially abusive situations. Many of these APS clients require ongoing case management through AAS programs and other community services to their maintain health and well-being.

Another important indicator of program success is that, over the past two years, at least 95% of the Division's most at-risk clients have been maintained in a least restrictive setting through case management as shown in Headline Measure 2.

Centralized Intake provides a single point of entry for the community to access information regarding services for seniors and persons with disabilities. The system promotes comprehensive, holistic assessments and strengthens coordination among programs. The goal is to complete no more than one comprehensive assessment for each client, including those served by multiple programs within the Division. Performance related to this goal will be illustrated with a new Headline Measure, currently in data development, that will

highlight the maintenance of at-risk clients in the least restrictive environment. The uniform assessment tool has been developed and incorporated within the new Q system that provides automated, integrated client data, case management, and reporting/billing capability.

Major challenges over the next two years will be:

- To enhance the older adult system of care to accommodate a projected increase in elderly and vulnerable populations
- To make necessary changes in the method of service delivery to meet the needs of the aging baby boom population, based on findings of the Aging 2020 study
- To test and implement the uniform assessment tool across all programs in AAS
- To train financial institutions on elder and dependent adult abuse
- To develop plans for providing assistance and services to clients in the event of a major disaster
- To work with community providers to increase accessible transportation and housing capacity in the county
- To expand linguistic access to the monolingual Chinese and Russian communities

Program Objectives

Community-Based Programs will meet performance targets by doing the following:

Resolve and Stabilize at least 87% of APS Cases for a Minimum of 12 Months

- Continue to closely monitor cases open to APS to ensure client safety and well-being
- Develop a strategy for implementing additional quality assurance methods for the Centralized Intake Unit, including APS, within current resources

Achieve a 97% Rating of Stakeholder Survey Respondents Benefiting from Services Provided

- Continue to enhance services and monitor quality assurance
- Continue to advocate for clients through the Commission on Aging, Commission on Disabilities, and other community forums to address client needs

Maintain 95% of At-Risk Individuals in a Least Restrictive Setting through Case Management

- Provide a continuum of services necessary to allow clients to remain in the least restrictive setting possible
- Continue to improve coordination between AAS programs to ensure a smooth transition for clients who require services from multiple programs

Expand Program Involvement of Seniors and Adults with Disabilities

- Continue to provide opportunities for seniors and adults with disabilities to influence and participate in advocacy and the development of programs and public policy through the Commission on Aging, the Commission on Disabilities, the Community-Based Continuum of Care, and the New Beginning Coalition

- Through collaboration with community partners, continue to link projects and gaps in service identified in the Strategic Plan for Accessible Transportation with the SamTrans Senior Mobility Action Plan

Enhance the Older Adult System of Care

- Address issues such as the lack of services for those with dementia, gaps in transitional services between hospital discharge and home- and community-based care, and the lack of housing for the most vulnerable populations
- Continue to develop the Long-Term Supportive Services Project (LTSSP) programmatic infrastructure and financing
- Implement the uniform assessment tool to plan and coordinate appropriate social and medical services
- Broaden the array of resources available to clients, especially in the areas of housing and out-of-home placement options
- Expand the AAS Network of Care website to improve linguistic access and to enhance the links between the AAS Network of Care and the Commissions' websites
- Implement the Healthier Outcomes through Multidisciplinary Engagement (HOME) Team in collaboration with the San Mateo Medical Center

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of Adult Protective Services (APS) cases opened	1,040	1,003	1,050	1,050	1,050
Number of at-risk individuals served by case management ⁽¹⁾	2,732	2,925	2,860	2,860	2,860
Number of people served through Area Agency on Aging funds	11,384	15,570	10,750	10,750	10,750
Number of professionals and general public receiving information and education	696	671	1,000	1,000	1,000
Number of information and referral calls answered by the TIES Line (data development)	---	---	8,000	8,000	8,000
How Well We Do It (Quality)					
Percent of at-risk individuals maintained in a least restrictive setting through case management	95%	95%	93%	95%	95%
Number and percent of clients assessed using the new uniform assessment tool (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---
Is Anyone Better Off? (Outcome)					
Percent of APS cases effectively resolved and stabilized for at least twelve months	86%	89%	87%	87%	87%
Percent of stakeholder survey respondents indicating benefit from services provided:					
- Personal life has improved as a result of the services received (reported annually)	86%	100%	97%	97%	97%
- Gained useful knowledge through the presentations, trainings, conferences, and resources provided (reported annually)	100%	96%	97%	97%	97%

⁽¹⁾ "At-risk individuals" refers to those who are unable to remain safely in their own homes without case management and would otherwise be placed in an institution.

Community-Based Programs (5720P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	72.0	74.0	78.0	80.0	2.0	80.0
Funded FTE	72.2	73.6	76.6	79.7	3.0	79.7
Total Requirements	11,989,228	13,094,488	15,024,745	16,638,806	1,614,061	16,973,458
Total Sources	11,289,335	12,594,570	12,520,370	14,018,169	1,497,799	14,085,101
Net County Cost	699,893	499,919	2,504,375	2,620,637	116,262	2,888,357
NCC Breakdown						
Local Grants Match			188,402	362,109	173,707	362,109
Local Grants Match-IHSS			582,794	438,775	(144,019)	561,982
Adult Protective Svcs MOE			248,503	248,503		248,503
COLAs for Providers			92,397	95,998	3,601	
Non-Mandated Services			1,392,279	1,475,252	82,973	1,715,763

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$2,620,637 or 16.8%, of which \$1,425,310 or 54.4% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include case management services to prevent institutionalization of dependent and older adults, representative payee services, probate conservatorship investigations, caregiver support services, the Commission on Disabilities, and associated community-based contracts.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increased IT costs; a portion of the cost shared with the AAS Conservatorship Program to double fill a Supervising Deputy Public Guardian as a Trainer position; and anticipated increases in Realignment funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,299,859	1,529,850	(154,289)	40,560	116,262	0

2. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. One Deputy Public Guardian III position is being added to work with financial institutions in developing appropriate protocols and referrals to Adult Protective Services (APS) for suspected financial abuse. APS expects a significant increase in referrals due to Senate Bill SB 1018 (the "Banking Bill"), which mandates that financial institutions report suspected financial abuse of elders and dependent adults. This position will also carry a partial APS caseload to investigate these additional cases. One Management Analyst III position is being added to support the Long-Term Supportive Services Project (LTSSP), including implementation of the uniform assessment tool and expansion of the Q automated case management system to additional

community providers. In addition, this position will assist with other Health Department initiatives in which the Division is involved, such as the HOME Team and Aging 2020 planning. The increased cost is fully offset by anticipated increases in Realignment Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
197,940	197,940	0	0	0	2

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,497,799	1,727,790	(154,289)	40,560	116,262	2

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; an increase in federal Welfare revenue for the HOME Team; and a decrease in prior year one-time Realignment Sales Tax revenue.

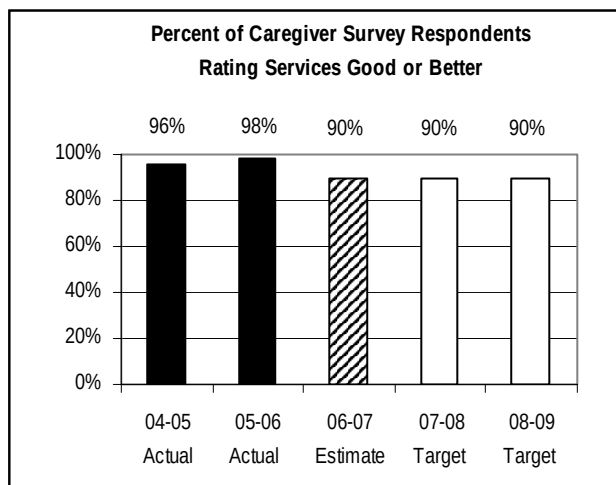
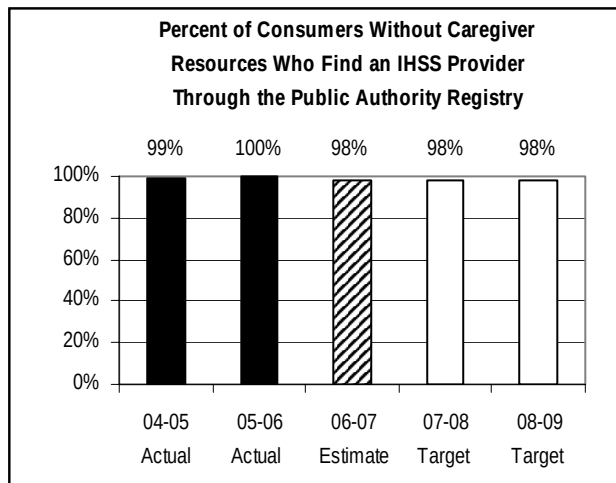
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
66,932	334,652	0	0	267,720	0

IHSS Public Authority (5800B)

Program Locator

County
 Health
 Health Department
 Aging and Adult Services
 Conservatorship Program
 Community-Based Programs
 ➤ **IHSS Public Authority**
 IHSS Public Authority GF

Headline Measures



Program Outcome Statement

The Public Authority for In-Home Supportive Services (IHSS) promotes the dignity, independence, health, and safety of at-risk low-income seniors, disabled adults, and children and their families in San Mateo County. This program helps these individuals remain safely in their community by enhancing the quality and availability of in-home care services and by empowering them to live a healthy and safe lifestyle in their own homes.

Services and Accomplishments

The Public Authority (PA) contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing assistance to IHSS consumers in finding a caregiver. The PA recruits individuals to be in-home caregivers, maintains a registry to assist consumers in finding IHSS workers, administers the payroll of IHSS workers, and provides support and training for both consumers and in-home caregivers. A bilingual/bicultural staff enhances the PA's ability to provide services to a diverse population of providers and clients. Consumers of Aging and Adult Services (AAS) are encouraged to participate on the PA Advisory Committee and other commissions/committees of AAS.

The PA has a unique relationship with the County. While technically a freestanding organization, it is programmatically integrated into the day-to-day operation of AAS. Its colocation with AAS further enhances the coordination of a wide variety of services and support provided. Because of this special relationship, the PA is able to access the support of the County's infrastructure; e.g., County Counsel and Human Resources. Proximity to AAS program staff also enables the PA to provide joint home visits with AAS Social Workers. San Mateo County's PA has served as a model for other counties in the development of Public Authorities that are integrated into county service systems for seniors and persons with disabilities.

The following are major accomplishments in the current year:

- Conducted home visits with consumers and providers to clarify responsibilities and expectations, and mediate conflicts between the parties
- Increased the number and locations of training opportunities for providers, including the development and distribution of a six-month calendar of trainings to providers in order to encourage greater attendance
- Worked with the Regional Occupational Program to provide a conduit for students to enter the workforce
- Created a brochure to promote the Public Authority's services and to recruit more homecare workers
- Revised the timesheet training program to reduce the number of replacement timesheets requested each month
- Used the new automated, integrated client data and case management system (the Q system) to further integrate the Public Authority into AAS

Story Behind Performance

A primary goal of the PA is to assist IHSS consumers by supporting their independence and meeting their homecare needs. Headline Measure 1 depicts one key indicator of successful performance in meeting this goal—over the past three years, at least 98% of consumers without caregiver resources were able to find an IHSS Provider through the PA Registry. This is a reflection of the PA's ability to maintain a current registry of potential and available providers and to recruit caregivers from as many geographic locations throughout the county as possible.

The PA conducts consumer satisfaction surveys to monitor the success of its programs. As seen in Headline Measure 2, at least 96% of caregivers rate the services provided by the PA as good or better. Surveys also indicate that PA services improve the quality of living situations for at least 93% of the consumers served, and 99% of individuals state that they have gained useful knowledge from trainings attended.

Major challenges over the next two years will be:

- To provide homecare services to consumers who are difficult to serve due to issues such as geographic location, limited public transportation, high cost of living, and/or lack of providers with specialized training
- To develop and expand programs beyond the categorical funding requirements that limit Public Authority services to IHSS consumers
- To continue to develop strategies to retain and recruit quality home-care providers
- To develop and provide literature that is culturally sensitive and available in multiple languages to meet the needs of the changing community

Program Objectives

The IHSS Public Authority will meet performance targets by doing the following:

Ensure At Least 98% of Potential Consumers Without Caregiver Resources Find A Caregiver Through the PA Registry

- Maintain an accurate Registry of potential caregivers
- Recruit caregivers from all geographic regions, reflecting the county's diversity

Achieve an Overall Caregiver Satisfaction Rate of at least 90%

- Enhance the network of support for providers
- Offer additional information and training to consumers and IHSS providers on effective communication, hiring processes, setting limits, and monitoring hours
- Continue to improve the education, knowledge, and skills of caregivers and increase consumer awareness and understanding of caregiver responsibilities
- Provide a minimum of eight caregiving skills training sessions per year

Enhance the Protection of Consumers and Caregivers

- Continue to conduct background investigations of Registry caregivers
- Provide training for caregivers on disaster/emergency preparedness
- Include health and safety information in newsletters and continue to coordinate with Public Health on mailings to providers
- Provide information on identification and reporting of suspected elder and dependent adult abuse and child abuse
- Work with IHSS Quality Assurance staff to identify potential service delivery issues for consumers

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Average number of caregivers served by the Public Authority per month	2,043	2,157	2,150	2,150	2,150
Number of consumers served by the Public Authority registry	243	217	200	200	200
Number of caregivers and consumers attending Public Authority trainings per year	---	---	200	200	200
Average number of timecards processed per month	---	---	5,000	5,000	5,000
How Well We Do It (Quality)					
Percent of consumers without caregiver resources who find an IHSS provider through the Public Authority registry	99%	100%	98%	98%	98%
Percent of caregiver survey respondents rating services good or better	96%	98%	90%	90%	90%
Average number of days to obtain a match between a caregiver and consumer through the Public Authority registry	7	5	7	7	7
Is Anyone Better Off? (Outcome)					
Percent of consumers indicating the quality of their living situation has improved as a result of services received through the Public Authority	93%	95%	95%	96%	96%
Percent of individuals receiving training who indicated useful knowledge gained	99%	99%	95%	95%	95%

IHSS Public Authority (5800B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Total Requirements	13,385,725	13,254,449	15,556,782	15,513,735	(43,047)	15,661,147
Total Sources	13,385,724	13,254,448	15,556,782	15,513,735	(43,047)	15,661,147

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,487,523 or 29% of the total cost of the program. No portion of this amount is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes; and a decrease in the County share of Individual Provider pay due to the IHSS waiver.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(43,047)	(175,185)	0	132,138	0	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; and an increase in Realignment Sales Tax revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
15,274	0	0	132,138	0	0

3. Adjustments to Fund Balance

Budget adjustments have been made to meet performance targets: Fund Balance and Reserves have been increased to reflect a decrease in the County share of Individual Provider pay in FY 2007-08 due to the IHSS waiver.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
132,138	15,274	0	0	0	0

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
147,412	15,274	0	132,138	0	0

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	1,778	65,993				
Intergovernmental Revenues	7,539,055	5,505,493	7,943,315	7,768,130	(175,185)	7,783,404
Interfund Revenue	4,487,523	4,619,568	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	2,037	3,179				
Total Revenue	12,030,393	10,194,233	12,430,838	12,255,653	(175,185)	12,270,927
Fund Balance	1,355,331	3,060,215	3,125,944	3,258,082	132,138	3,390,220
TOTAL SOURCES	13,385,724	13,254,448	15,556,782	15,513,735	(43,047)	15,661,147
REQUIREMENTS						
Salaries and Benefits	142,845	271,168	480,274	573,938	93,664	589,212
Services and Supplies	2,406,294	2,296,946	2,386,726	2,427,728	41,002	2,427,728
Other Charges	7,776,371	7,560,391	9,431,700	9,121,849	(309,851)	9,121,849
Net Appropriations	10,325,510	10,128,505	12,298,700	12,123,515	(175,185)	12,138,789
Non-General Fund Reserves	3,060,215	3,125,944	3,258,082	3,390,220	132,138	3,522,358
TOTAL REQUIREMENTS	13,385,725	13,254,449	15,556,782	15,513,735	(43,047)	15,661,147

IHSS Public Authority GF (6900B)

Budget Unit Locator

County

Health

Health Department

Aging and Adult Services

Conservatorship Program

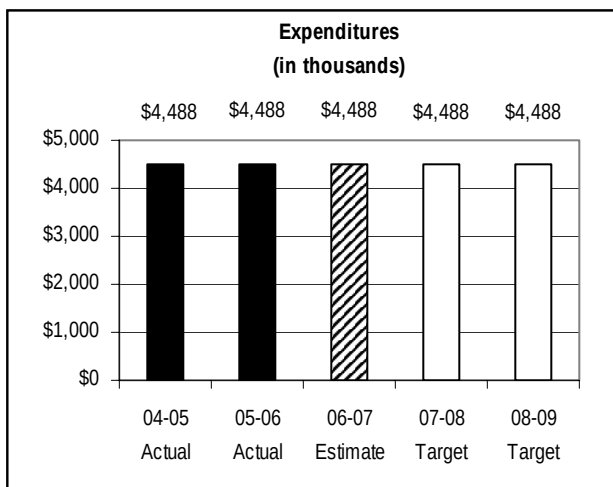
Community-Based Programs

IHSS Public Authority

**IHSS Public Authority GF**

Budget Unit Description

This budget unit contains the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). The Other Charges budgeted in this account is transferred to the Public Authority for IHSS as Interfund Revenue.



Net County Cost

This budget unit is funded 100% by the General Fund as it represents the General Fund contribution to the Public Authority for In-Home Supportive Services (IHSS). This amount of \$4,487,523 represents 55.3% of the local match requirements for the services and the Public Authority portions of the IHSS program.

FY 2007-08 Funding Adjustments

No change.

FY 2008-09 Funding Adjustments

No change.

IHSS Public Authority GF (6900B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
REQUIREMENTS						
Other Charges	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
TOTAL REQUIREMENTS	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
NET COUNTY COST	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523

Environmental Health Services (5900B)

Program Locator

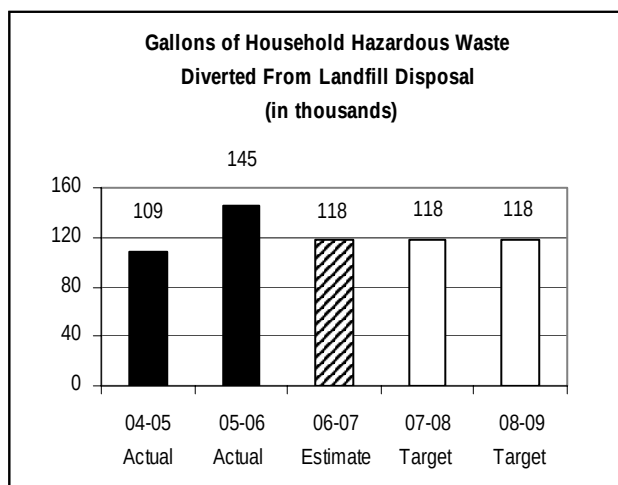
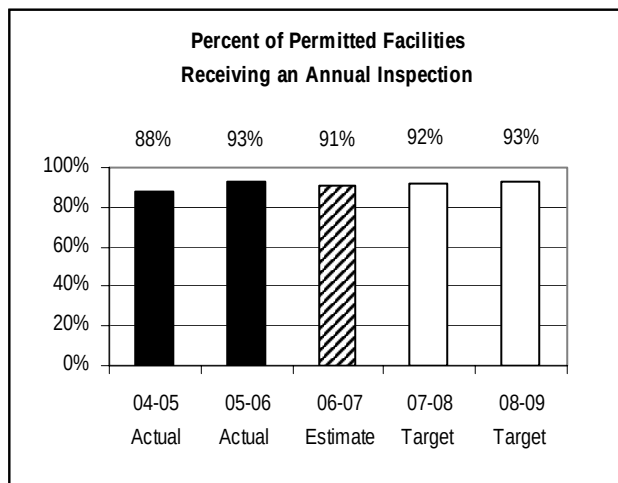
County

Health

Health Department

► **Environmental Health Services**

Headline Measures



Program Outcome Statement

Environmental Health Services (EHS) provides regulatory oversight, enforcement, hazardous materials emergency response, and educational services for businesses, public agencies, and residents of San Mateo County in order to protect public health and the environment against hazardous chemicals and environmental pollution, food borne illnesses, substandard housing, disease transmitting organisms, and communicable disease from water contamination, solid waste, and sewage disposal.

Services and Accomplishments

EHS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing regulatory oversight through inspection, education and outreach, enforcement, hazardous materials emergency response, permit issuance, and information and advisory services. EHS manages programs that provide services to businesses, public agencies, and residents of San Mateo County. Programs include Retail Food Inspection, Housing and Vector Control, Hazardous Waste, and Water/Land Use. These programs ensure that the public has access to safe food and water, that all wastes are properly disposed of in a safe manner, and that vectors which may carry disease are monitored and controlled.

The following are major accomplishments in the current year:

- Completed Phase I of an internal training initiative to capture and retain the EHS knowledge base as a key element of succession planning
- Opened a new Household Hazardous Waste (HHW) Collection Facility on Tower Road to the public
- Implemented the Field Inspection System (FIS) within the Food Inspection program
- Electronically scanned closed/leaking underground storage tank case files to improve the efficiency of file sharing and storage
- Trained all food inspection staff on new California Food Code provisions
- Implemented a pharmaceutical collection program in four jurisdictions
- Trained Facility Managers and personnel from Public Works and the school districts of various cities throughout the county in proper handling of universal waste such as fluorescent tubes, batteries, and mercury-containing consumer products that are required to be recycled or managed as a hazardous waste, abandoned household hazardous waste, and waste collected from emergency response calls
- Obtained grant funding to enhance universal waste management and collection
- Placed three fully equipped weapons of mass destruction response trailers into service

Story Behind Performance

Regulation and inspection of businesses remain the top overall priority, with inspection frequency varying among programs from a minimum of one inspection per year to one inspection every four years. A valuable measure of how well inspection objectives are being achieved is the percentage of permitted facilities in the County being inspected on an annualized basis, as shown in Headline Measure 1. The inspection rate achieved for FY 2005-06 was 93%. The growth of regulations, additional state mandates, staff vacancies, and data management needs have hindered the ability to complete all annualized inspection requirements. However, firm commitment to standardization of inspection protocols in all

programs, plus an experienced and dedicated staff, have helped to meet and often exceed the target in individual programs.

The success at diverting household hazardous waste (HHW) from landfill disposal demonstrates commitment to protecting public health and the environment against hazardous chemicals and environmental pollution. The HHW program continues to increase its collection at 11 locations throughout the county, with 145,281 gallons of hazardous waste diverted in FY 2005-06. The program's success, as seen in Headline Measure 2, is attributable to increased disposal opportunities for the public, development of additional collection facilities, and an active public education and outreach campaign. Disposal costs and the list of materials considered to be hazardous continue to rise.

Trends over the past few years indicate a decline in the number of emergency response calls. This is likely due to increased outreach and opportunities for the public to easily dispose of used motor oil, antifreeze, pesticides, and paint. In addition, increased inspection and education with businesses have raised the level of compliance and resulted in fewer spills, safer workplaces, and a cleaner environment. However, at the same time the types of calls have become increasingly more complex, presenting more challenging and dangerous situations due to heightened awareness and concerns of chemical and/or biological terrorism.

EHS continues to develop and implement a Field Inspection System (FIS) that allows capturing of field inspection information electronically. It is expected that this system will improve program efficiency and performance measurement collection techniques. FIS has been implemented in the Food Program.

Major challenges over the next two years:

- To maintain staffing and service levels in programs not directly funded by permit fees, such as Groundwater Protection, Vector Control, Solid Waste, and HHW
- To manage the increasing amount of universal waste entering the HHW program
- To maintain a proactive Land Use program within the limitations of an unstable funding base
- To develop policies, procedures, training modules, and competencies in preparation for pending retirements and succession planning
- To develop a product stewardship program with industry for collection of fluorescent light tubes, batteries, and other electronic devices
- To improve recruitment, retention, and training of the hazardous materials response team, which includes fire and EHS technical support
- To effect changes in manufacturing, management, and disposal of household hazardous products/waste through the Product Stewardship Council and Extended Producer Responsibility initiatives
- To begin implementation of FIS and scanning of files within the Hazardous Materials Inspection unit
- To incorporate scanned and electronic files into staff workflows

Program Objectives

Environmental Health Services will meet performance targets by doing the following:

Inspect at least 92% of Permitted Facilities Annually

- Continue to assess workload to determine if increasing levels of regulation have affected the ability to conduct annual inspections
- Continue program auditing to ensure inspection standardization

Divert at least 118,000 Gallons of Household Hazardous Waste from the Landfill

- Increase disposal opportunities to the public with opening of the Tower Road collection facility
- Evaluate disposal and reuse options to maximize program efficiencies
- Begin developing a product stewardship program with local businesses

Maintain an Overall Customer Satisfaction Rating of at least 90%

- Evaluate and respond to each survey
- Establish sufficient office coverage to ensure timely response to public calls and visits
- Continue to evaluate the EHS website to ensure accurate and useful information is readily available to both businesses and the public

Respond to 92% of Complaints Within the Required Time Period

- Audit complaint database monthly
- Standardize staff procedures for correct and timely maintenance of the complaint database

Expand the Electronic Field Inspection System (FIS)

- Implement FIS throughout the entire Food Inspection program, to include the Pool Inspection program
- Begin working with other programs to prepare for future implementation of FIS

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of permitted facilities regulated	16,092	17,350	16,500	17,800	17,800
Number of emergency response calls	49	44	45	40	40
Number of complaints received	1,416	2,077	1,400	1,400	1,400
How Well We Do It (Quality)					
Percent of permitted facilities receiving an annual inspection	88%	93%	91%	92%	93%
Percent of complaints responded to within the required time period	86%	84%	90%	92%	93%
Percent of customers rating services good or better	90%	90%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Number of households served by Household Hazardous Waste Program / gallons of household hazardous waste diverted from landfill disposal	12,875 / 109,058	14,446 / 145,281	14,000 / 118,000	14,000 / 118,000	14,000 / 118,000
Percent of total days that ocean beaches were open for use	96%	89%	96%	96%	96%

Environmental Health Services (5900B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	75.0	75.0	76.0	77.0	1.0	77.0
Funded FTE	74.8	74.2	75.5	76.6	1.2	76.6
Total Requirements	10,710,722	11,147,452	14,006,147	14,001,149	(4,998)	14,284,766
Total Sources	10,606,283	11,692,876	13,237,298	12,985,946	(251,352)	13,193,833
Net County Cost	104,440	(545,424)	768,849	1,015,203	246,354	1,090,933
NCC Breakdown						
Mandated Services			768,849	1,015,203	246,354	1,090,933

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,015,203 or 8.5%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements that include Solid Waste, Household Hazardous Waste (HHW), and Emergency Response programs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases in charges for services, licenses, and other miscellaneous revenue that are offset by the completion of a Lead Grant; one-time carryover funding for the Stormwater Program; one-time adjustment to cover retirement increases; and continuation of the scanning project and one-time Fixed Asset purchase in support of HHW operations at Tower Road, offset by removal of one-time expenses in HHW outreach and the South County Fire contract.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(332,949)	(181,173)	0	94,578	246,354	0

2. Addition of Environmental Health Technician

An Environmental Health Technician I position is being added to follow up on posting of Food Inspection Reports by restaurants, coordinate scanning of files including establishing workflows to incorporate incoming documents electronically, and conduct bayside recreational water sampling and follow up sampling. The cost increase is fully funded by food fees and grant revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
66,969	66,969	0	0	0	1

3. Staffing Adjustments

Staffing adjustments support meeting performance targets by addressing operational requirements. Two Hazardous Materials Specialist (HMS) IV positions are being added and two vacant Hazardous Materials Specialist III positions are being deleted. One of these positions will be used for product stewardship and Division-wide outreach; the second position will coordinate Division-wide code enforcement and manage the Used Tire Program. The cost increase is fully offset by fees and grant funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
14,628	14,628	0	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(251,352)	(99,576)	0	94,578	246,354	1

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased disposal costs in the HHW program due to increased collection activities, offset by one-time supply savings and use of Reserves; elimination of prior year one-time Fixed Asset purchases; and anticipated revenue increases from fee schedule adjustments.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
207,887	323,698	0	(40,081)	75,730	0

Environmental Health Services (5900B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	847,539	852,502	825,143	916,939	91,796	955,969
Fines, Forfeitures and Penalties	91,753	102,033	97,290	110,000	12,710	119,000
Intergovernmental Revenues	1,398,855	1,667,364	2,329,914	1,560,204	(769,710)	1,560,204
Charges for Services	6,905,077	7,535,384	7,361,279	7,761,772	400,493	7,903,629
Miscellaneous Revenue	363,748	265,101	274,389	275,000	611	293,000
Other Financing Sources	76,795	76,795	76,795	76,795		76,795
Total Revenue	9,683,767	10,499,180	10,964,810	10,700,710	(264,100)	10,908,597
Fund Balance	922,516	1,193,696	2,272,488	2,285,236	12,748	2,285,236
TOTAL SOURCES	10,606,283	11,692,876	13,237,298	12,985,946	(251,352)	13,193,833
REQUIREMENTS						
Salaries and Benefits	7,513,365	7,690,426	8,505,232	9,063,057	557,825	9,353,690
Services and Supplies	1,740,540	1,870,398	2,790,459	2,154,196	(636,263)	2,267,261
Other Charges	541,234	515,901	694,320	647,579	(46,741)	647,579
Fixed Assets	28,497			80,000	80,000	
Other Financing Uses	180,857	80,000	54,397		(54,397)	
Gross Appropriations	10,004,492	10,156,725	12,044,408	11,944,832	(99,576)	12,268,530
Intrafund Transfers	(394)					
Net Appropriations	10,004,098	10,156,725	12,044,408	11,944,832	(99,576)	12,268,530
Contingencies/Dept Reserves	706,624	990,727	1,961,739	2,056,317	94,578	2,016,236
TOTAL REQUIREMENTS	10,710,722	11,147,452	14,006,147	14,001,149	(4,998)	14,284,766
NET COUNTY COST	104,440	(545,424)	768,849	1,015,203	246,354	1,090,933
AUTHORIZED POSITIONS						
Salary Resolution	75.0	75.0	76.0	77.0	1.0	77.0
Funded FTE	74.8	74.2	75.5	76.6	1.2	76.6

Mental Health Services (6100B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	46,854,302	50,418,870	57,630,827	58,034,136	403,309	58,034,136
Charges for Services	23,421,079	22,886,607	26,383,491	29,920,581	3,537,090	30,202,677
Interfund Revenue	(182)	550				
Miscellaneous Revenue	213,091	185,636	193,637	244,500	50,863	244,500
Other Financing Sources	35,611	28,002				
Total Revenue	70,523,902	73,519,666	84,207,955	88,199,217	3,991,262	88,481,313
Fund Balance	5,406,721	6,092,564	7,015,420	6,788,863	(226,557)	6,788,863
TOTAL SOURCES	75,930,623	79,612,230	91,223,375	94,988,080	3,764,705	95,270,176
REQUIREMENTS						
Salaries and Benefits	27,355,874	29,314,758	36,366,668	40,189,415	3,822,747	41,599,897
Services and Supplies	39,306,787	41,348,367	47,467,565	46,263,002	(1,204,563)	46,263,002
Other Charges	14,172,673	13,231,080	14,977,252	17,821,083	2,843,831	17,821,083
Gross Appropriations	80,835,334	83,894,205	98,811,485	104,273,500	5,462,015	105,683,982
Intrafund Transfers	(1,642,572)	(1,460,137)	(1,945,027)	(2,445,027)	(500,000)	(2,445,027)
Net Appropriations	79,192,763	82,434,068	96,866,458	101,828,473	4,962,015	103,238,955
Contingencies/Dept Reserves	5,406,721	6,092,564	5,900,123	6,788,863	888,740	6,788,863
TOTAL REQUIREMENTS	84,599,484	88,526,632	102,766,581	108,617,336	5,850,755	110,027,818
NET COUNTY COST	8,668,861	8,914,402	11,543,206	13,629,256	2,086,050	14,757,642
AUTHORIZED POSITIONS						
Salary Resolution	303.0	325.0	366.0	376.0	10.0	376.0
Funded FTE	280.9	295.1	334.1	354.0	19.9	354.0

Mental Health Administration (6110P)

Program Locator

County

Health

Health Department

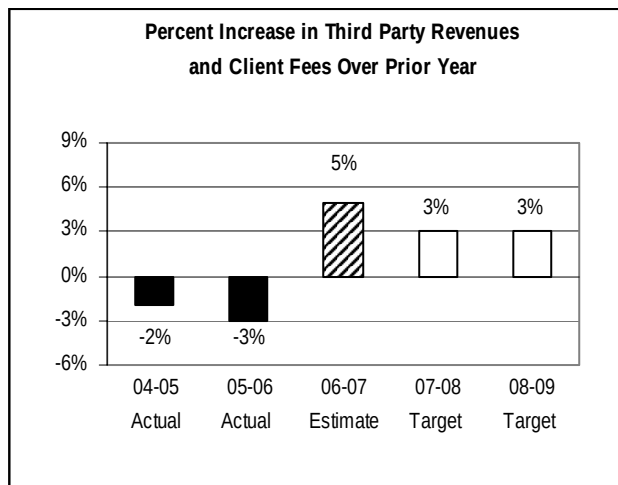
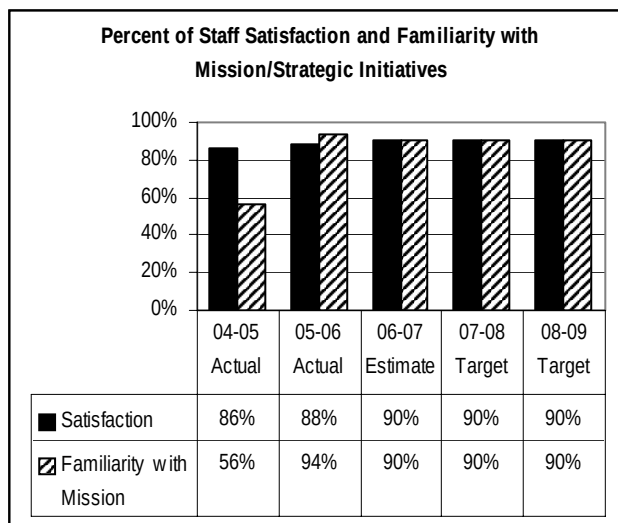
Mental Health Services

**Mental Health Administration**

Mental Health Youth Services

Mental Health Adult Services

Headline Measures



Program Outcome Statement

Mental Health Administration provides direction and leadership while defining the priorities of Mental Health Services; works collaboratively with all Health Department programs, other provider agencies, and contracted vendors to ensure service quality and compliance with local, state, and federal requirements; and provides general administrative support for all Mental Health programs including personnel services, budget and finance activities, research and evaluation, and contract administration.

Services and Accomplishments

Mental Health Administration contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing staff and contractors with the resources necessary to carry out the Mental Health Division's mission and ensuring that operations are both efficient and cost-effective.

The functional units of Mental Health Administration include senior management, quality assurance/quality improvement, fiscal services, management information systems and accounts receivable, managed care operations, personnel, research and evaluation, and contracts. Mental Health Administration operates from a five-year Strategic Plan for improvement in the mental health service delivery system developed in 2002. The goals include ensuring that mental health services are: (1) accessible and culturally appropriate, predictable, and perceived as being allocated fairly on the basis of client need; (2) cost effective, financially viable, and less reliant on County General Fund support; (3) in compliance with state and federal Medicaid and other regulations; (4) focused on quality and "best practices;" and (5) accountable through ongoing use of performance indicators and client outcomes.

The following are major accomplishments in the current year:

- Substantially implemented the Mental Health Services Act (MHSA)-funded expansion of mental health services for seriously mentally ill and emotionally disturbed San Mateo County residents
- Continued active participation by the Mental Health Board in system and services planning, implementation monitoring and quality improvement activities, and community outreach
- Completed a Request For Proposals (RFP) process for a new billing and clinical information system, and selected and began negotiations with a finalist vendor
- Implemented an electronic progress note format for more than 180 clinicians in preparation for transition to an electronic health record
- Collaborated with the Human Services Agency (HSA) Alcohol and Other Drug Services program to launch a multiyear, systemwide initiative to establish integrated treatment strategies for people with co-occurring mental health and alcohol and other drug conditions; trained 40 staff in motivational interviewing and enlisted 80 staff "change agents" to carry out the initiative

- Established a provider network and other services for Health Plan of San Mateo (HPSM) CareAdvantage beneficiaries in need of mental health services

Story Behind Performance

The November 2004 passage of the MHSA required each county to develop a comprehensive three-year plan for new and expanded services. Mental Health received State approval of its plan in March 2006 and began implementing programs in Spring 2006. By Spring 2007 most new programs had been implemented, including: "full service partnership" programs for seriously mentally ill adults, older adults, children/youth, and transition age youth; expanded community-based services; outreach and engagement activities targeting unserved ethnic minority and non-English speaking communities; primary care interface services; school-based services; criminal justice pathways for people with mental illness; a program for peer and parent partner employees to engage and retain clients in treatment; and self-help services. A multiyear system redesign and training initiative designed jointly by Mental Health and Alcohol and Other Drug Services is expanding the mental health system's capacity to effectively treat people with complex and co-occurring mental health and drug and alcohol problems. The goals of the Mental Health Division's 2002 Strategic Plan are complementary to the requirements of the MHSA.

AB 3632 (1984) mandated that county mental health programs provide services as specified in each student's "Individual Education Plan." Mental Health received a State allocation of federal special education funds as well as State General Funds in FY 2006-07. The Governor's FY 2007-08 budget proposes to continue the same level of state and federal funding support; however, this represents less than full funding and the program will once again be dependent on SB 90 mandate claiming to cover unfunded services costs. In FY 2006-07 and prior years, counties were allowed to project the amount of the unfunded mandate and received a portion of the mandate claim financing during the applicable fiscal year. The FY 2007-08 State budget proposes that mandate claims will not be considered until the following year subsequent to final cost report submission. This change will result in a cash flow delay for San Mateo and all other counties. In June 2005, the Board of Supervisors directed County Counsel and Mental Health Services to negotiate a local agreement with the County Office of Education and local school districts to mitigate County financial risk and ensure continuity of care for emotionally disturbed youth in special education. This Board direction to develop a local agreement is being addressed through a statewide Memorandum of Understanding (MOU) template that has been developed by the State Departments of Mental Health and Education, with input from the California Mental Health Directors Association and the Special Education Local Plan Areas (SELPA). Local entities are to issue and complete these MOUs by May 2007 in order to ensure availability of State funds for the AB 3632 program.

Staff satisfaction and familiarity with mission/strategic initiatives have historically been high, as indicated in Headline Measure 1. It is believed that increased ratings for familiarity with mission beginning

in FY 2005-06 reflects increased education of the workforce on key initiatives related to MHSA.

Mental Health Administration oversees the preparation and control of the Mental Health Services budget. In addition, Administration staff work to maximize the amount of third party revenue and client fees collected in order to maintain the financial viability of all Mental Health programs, as shown in Headline Measure 2. Federal regulations continue to require "compliance plans" and increased internal monitoring of documentation and billing practices. Billing is blocked for services that do not fully meet documentation standards. Compliance monitoring was a key factor in the leveling off of third party revenues for FY 2004-05. Improved compliance as a result of documentation training and quality reviews is expected to improve revenues in FY 2006-07 and FY 2007-08. Expanded participation in the Medicare program as a result of the contract with the HPSM for the CareAdvantage program is also likely to increase revenues.

Major challenges over the next two years will be:

- To implement expansions of the new MHSA programs and considerable systemwide transformation required by the MHSA
- To continue providing mandated levels of service, such as mental health services to Special Education Pupils (SEP) within the constraints of decreased funding availability
- To increase linguistic access and develop more culturally appropriate mental health services
- To implement a new clinical and billing information system impacting all workflow and requiring all staff to learn new technologies
- To continue to train and monitor documentation and billing practices of the County and its contract providers to satisfy new state and federal compliance requirements
- To expand utilization and risk management strategies based on standard clinical criteria, tools, and procedures

Program Objectives

Achieve 90% Ratings for Staff Satisfaction and Familiarity with Mission/Strategic Initiatives

- Implement improved communication strategies between management/supervisors and line staff in response to staff satisfaction surveys
- Implement services expansion and systemwide training based on the State-approved three-year MHSA plan

Increase Third Party Revenues and Client Fees by 3% Over the Prior Year

- Continue to improve decision support tools for supervisors monitoring staff productivity, documentation, and other requirements impacting billing
- Continue to monitor staff and provider agency follow-through to maximize third party revenues and ensure clients are enrolled for Medi-Cal, Healthy Families, and Healthy Kids benefits
- Increase utilization review and staff documentation training activities to avoid increased audit disallowances associated with the shift to fee-for-services billing

- Implement new automated information system to support billing processes

Improve Business Services Capabilities and Reporting

- Negotiate contract and begin phased roll-out of the new mental health information system to improve clinical services capacity and ensure compliance with Health Insurance Portability and Accountability Act (HIPAA) and other state and federal requirements
- Ensure availability of data regarding service utilization, documentation compliance, client satisfaction, and outcomes achieved

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of new/renewed contracts coordinated and administered	310	327	335	335	335
Number of Representative Payee accounts administered	344	358	348	350	350
Percentage of clients who are diagnosed with co-occurring disorders (data development) ⁽¹⁾	---	---	---	---	---
How Well We Do It (Quality)					
Percent increase in third party revenues and client fees over prior year	-2%	-3%	5%	3%	3%
Percent of customer survey respondents (Managed Care Provider) rating services good or better	96%	92%	92%	90%	90%
Average number of days to complete contracts development process	88	77	60	60	60
Is Anyone Better Off? (Outcome)					
Percent of staff who are familiar or very familiar with mission/strategic initiatives	56%	94%	90%	90%	90%
Percent of staff who are satisfied or very satisfied	86%	88%	90%	90%	90%
Percent of clinical staff participating in documentation training	83%	81%	81%	75%	75%
Number of clients using language interpreter services (data development) ⁽¹⁾	---	---	---	---	---

⁽¹⁾ New measure for FY 2007-08.

Mental Health Administration (6110P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	31.0	39.0	46.0	50.0	4.0	50.0
Funded FTE	30.1	36.2	42.2	47.1	4.9	47.1
Total Requirements	12,577,224	13,850,219	18,047,383	19,893,308	1,845,925	20,075,883
Total Sources	12,333,768	23,949,874	17,269,984	18,435,263	1,165,279	18,471,778
Net County Cost	243,456	(10,099,656)	777,399	1,458,045	680,646	1,604,105
NCC Breakdown						
COLAs for Providers			260,976	59,798	(201,178)	59,798
Mandated Services			516,423	1,398,247	881,824	1,544,307

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,458,045 or 11.1%, of which 100% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases; annualization of mid-year position changes; position reconciliation to the Master Salary Ordinance; adjustments to Fund Balance and Reserves based on FY 2006-07 year-end projections; elimination of prior year one-time expenses; and redistribution of Intergovernmental Revenue and operating expense to Mental Health Youth Services and Mental Health Adult Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
732,142	524,048	0	888,740	680,646	(1)

2. Additional Staffing for Health Plan of San Mateo (HPSM) CareAdvantage Program

Additional staffing supports meeting performance targets by addressing operational requirements. One Administrative Services Manager I is being added and one vacant Community Program Specialist III deleted, in response to the expansion of contract functions related to the HPSM CareAdvantage Program. This action was approved by the Board of Supervisors as a Salary Ordinance Amendment on April 10, 2007. Two other positions are being added to provide increased staff support associated with HPSM CareAdvantage—one Patient Services Specialist for claims and billings, and one Office Assistant for contracts processing. The increased cost is fully funded by state and federal reimbursements revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
157,266	157,266	0	0	0	2

3. Additional Staffing for Mental Health Services Act (MHSA) Program Expansion

Three positions are being added in conjunction with the expansion of MHSA programs: one Community Program Specialist III is being transferred in from Emergency Medical Services to support the Cultural Disparities Initiative; one Fiscal Office Assistant II is being added to support MHSA payroll requirements; and one Management Analyst III is being added to serve as the MHSA Coordinator. The increased cost of these adjustments is fully funded by MHSA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
275,871	275,871	0	0	0	3

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,165,279	957,185	0	888,740	680,646	4

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
36,515	182,575	0	0	146,060	0

Mental Health Youth Services (6130P)

Program Locator

County

Health

Health Department

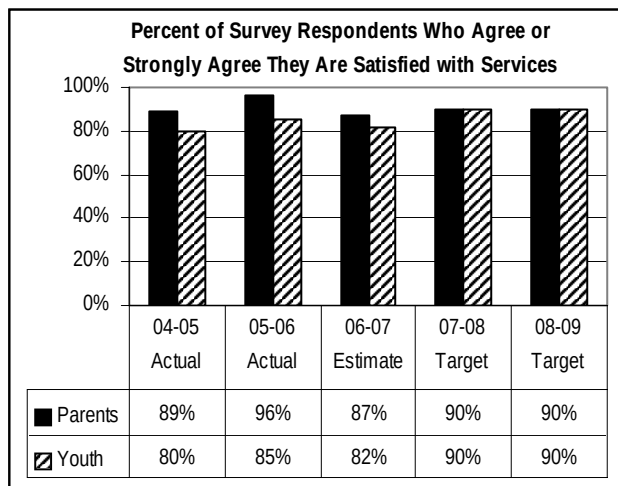
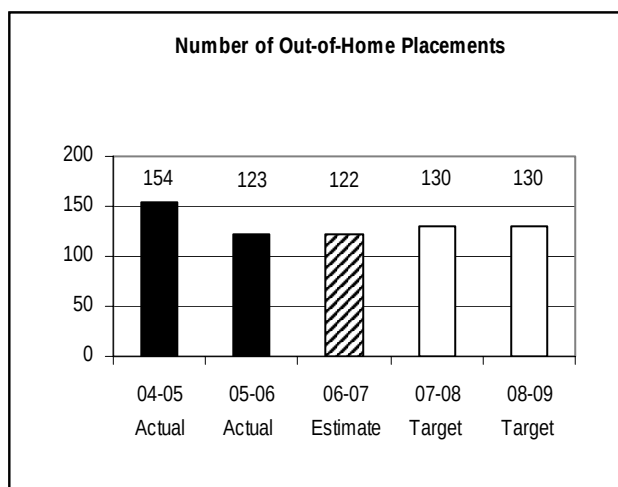
Mental Health Services

Mental Health Administration

**Mental Health Youth Services**

Mental Health Adult Services

Headline Measures



Program Outcome Statement

Mental Health Youth Services provides a wide range of child and family-focused mental health and therapeutic support services to children, adolescents, and their families in collaboration with caregivers, schools, other agencies, and the community in order to promote individual and family strengths, maintain youth in their homes and schools, and ensure mental health, well-being, and safety for those youth and families served. The involvement of families and/or caregivers at all levels of the system helps to achieve these outcomes.

Services and Accomplishments

Mental Health Youth Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing the support necessary to maintain youth in the community through comprehensive mental health services in County clinics, schools, Juvenile Hall, and clients' homes; and by contracting with agencies and individual professionals to provide specialized mental health services that meet the needs of youth who are placed out-of-county. These services are provided with a focus on cultural competence and family involvement. Youth Services continues to partner successfully with Juvenile Probation, the Human Services Agency (HSA) Child Welfare and Alcohol and Other Drug Services programs, Public Health, and schools to ensure effective collaboration in providing services to youth and their families.

The Canyon Oaks Youth Center (COYC) continues to provide intensive residential services to San Mateo County youth ages 12 to 18. SB 679 went into effect January 2, 2006, eliminating the requirement for the County to maintain a State waiver for ongoing operation of the facility. The primary goal of COYC is to stabilize and return youth to the community or provide them with a lower level of care within the shortest possible time. COYC has served 43 youth and their families as of February 1, 2007, with an average length of stay of eight months. The COYC evaluation outcomes for the third year of operation reflected a parent satisfaction rate of 100%.

The Partners for Safe and Healthy Children (PSHC) program, implemented in February 2005, continues to provide comprehensive, community-based services. PSHC is a collaborative effort of the Health Department and HSA to provide assessment, treatment, and intervention services for children up to five years old and their parents/caregivers who have open or voluntary cases with Child Welfare. PSHC has proven a very successful collaborative partnership in serving these children who are at risk of future abuse and neglect. Comprehensive mental health, public health, and alcohol and drug services are provided to these families while maintaining ongoing contact with child welfare workers and the Juvenile Court. Between February 1, 2005 and December 31, 2006, approximately 231 children and their families were referred to PSHC by HSA Child Welfare Services. There is continuous, ongoing collaboration between the staffs in the Health Department and HSA

to ensure the successful outcome of maintaining the safety of these vulnerable children. In addition to PSHC, the San Mateo Child Abuse Treatment Collaborative has continued to provide an array of services to children ages 6-17 who are open or voluntary cases with Child Welfare and their families. This Collaborative includes two contractors, Edgewood Center for Children and Families and Youth and Family Enrichment Services.

AB 3632 mental health services mandated to special education youth continue to be provided per a child's Individual Education Plan. The State Departments of Mental Health and Education are providing a Memorandum of Understanding (MOU) template that is to be signed by each county and County Office of Education in order to ensure continued availability of federal special education funding as well as State General Funding for this program. In 2004, AB 3632 services were restructured in collaboration with the County Office of Education and local school districts. A Central Assessment Team (CAT) has been established to conduct all AB 3632 assessments, with the goals of ensuring adherence to timelines, provision of consistent assessments, and facilitating timely access to services to both consumers and education staff. Following implementation of the CAT in September 2004, approximately 285 referrals have been received annually.

Major efforts have taken place to implement Mental Health Services Act (MHSA)-funded services, including the development and implementation of significant new services. Full Service Partnership (FSP) services provide intensive community-based case management services to 80 unserved or underserved youth (ages 5-16) and transition-age youth (TAY) (ages 16-25). These services are being provided through a contract with Edgewood Center for Children and Families and use a wraparound and recovery model. A new supported housing service provides supported housing units to 20 TAY who are receiving services from the FSP. In addition, a supported education component will be available for all TAY in the FSP. A new drop-in center will be opened in San Bruno in March 2007 to provide an array of services for young adults. As of February 1, 2007, 48 youth and TAY have been enrolled in the FSP. Family Partnership services have also been increased and now a culturally and linguistically diverse group of Family Partners has been established. Additional clinicians in regional outpatient clinics have been trained and will be implementing Aggression Replacement Training (ART), an evidence-based practice targeting teenagers either showing, or at risk of, aggressive or anti-social behavior.

Ongoing collaboration with Juvenile Probation has continued, and services have been transitioned to the new Youth Services Center. An array of comprehensive mental health services continues to be provided to youth who are involved or at risk of involvement with the juvenile justice system. Staff were actively involved in the development of the services at the Margaret J. Kemp Girls Camp and are now providing those intensive mental health services. The Girls Camp is a 30-bed facility specifically designed for adolescent females who are wards of the Juvenile Court. Mental Health staff provide intensive services to the residents of the camp.

The following are major accomplishments in the current year:

- Completed implementation of PSHC and the San Mateo Child Abuse Treatment Collaborative
- Continued partnership with HSA to provide clinical supervision for 16 Psychiatric Social Workers at Family Resource Centers throughout the county
- Continued implementation of Functional Family Therapy (FFT), an evidence-based practice targeting high-risk youth identified through Juvenile Probation
- Trained a select group of clinicians in Mental Health and HSA placed at the Family Resource Centers to implement ART
- Implemented Youth and Transition-Age Youth Full Service Partnership to serve a capacity of 80 clients and their families
- Transitioned to the Youth Services Center and continued provision of comprehensive services
- Selected two contract providers for the School-Based Initiative to provide mental health services in four middle schools—two in North County and two in South County

Story Behind Performance

Headline Measure 1 monitors progress toward the important goal of decreasing the number of youth in out-of-home placements at the group home level and maintaining these youth in the community with their parents and caregivers. Program staff continues to provide intensive, community-based services as an alternative to residential placement through programs such as the Full Service Partnership with referrals made by Juvenile Probation, Child Welfare, Mental Health, and other providers. These collaborative programs, in addition to providing an array of community-based, family-centered services, contribute to the ongoing reduction in out-of-home placements at the group home level. Many of the new programs and expansion of existing programs have the goal of maintaining youth in the community and preventing incarceration at Juvenile Hall or out-of-home placement in group homes.

Customer satisfaction is indicated in Headline Measure 2 by the percent of survey respondents (youth and parents) who agree or strongly agree that they are satisfied with services. The State-mandated tool for measuring satisfaction is used to collect data twice yearly for two-week periods. This collection method yields point-in-time data but does not provide long-term data representing client satisfaction. Results using the new tool show that parents have higher satisfaction with services received than do youth. With the hiring of additional Family Partners, it is believed that greater input from parents and caregivers regarding delivery of services will result in continued high levels of customer satisfaction. The two-year customer satisfaction target has been set at the Countywide standard of 90% for both parents and youth.

In FY 2006-07, Mental Health Youth Services continued to participate in an FFT development initiative, part of a program redesign to increase the effectiveness of services provided to Juvenile Probation through the application of evidence-based practices. These services have been provided to 200 youth ages 10 to 18 and their families; services have been used effectively with

diverse client populations and families and have reduced recidivism within the Juvenile Justice System. Implementation of a second evidence-based practice, ART, has begun in two of the Division's regional outpatient clinics, two of the Therapeutic Day School (adolescent day treatment) sites, and at two schools receiving services from Family Resource Center staff.

- Extend to contract service providers implementation and use of a standardized assessment instrument as a tool for assessing appropriate levels and intensity of care
- Maximize parent/caregiver participation at all levels of the Mental Health Youth Services system

Major challenges over the next two years will be:

- To implement new and expanded services through resources provided by the MHSA to improve the Youth and Youth to Adult Systems of Care, especially the Full Service Partnership for highest risk youth and TAY
- To implement more effective outreach strategies to unserved ethnic/linguistic populations and to engage and retain these clients in new MHSA-funded services
- To provide AB 3632 services within funding and contractual agreements, contingent upon state and local funding and service mandates
- To continue implementation of PSHC and the Child Abuse Collaborative, with the goal of preventing child abuse in children ages up to 18 years of age
- To implement school-based services at four middle schools throughout the county
- To implement Youth Development Initiative strategies

Program Objectives

The Mental Health Youth Services program will meet performance targets by doing the following:

Maintain Out-Of-Home Placements at 130 or Less

- Shorten the length of stay in group home placements through placement of Seriously Emotionally Disturbed (SED) youth at Canyon Oaks
- Fully implement Full Service Partnership (FSP) programs as an alternative to placement or shortened length of stay for Juvenile Probation- or Child Welfare-involved youth

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Centralize access processes and expand communication, thereby increasing parent understanding of available services
- Sustain access to services through restructuring geographic access and language capabilities
- Increase youth and family involvement in planning and service delivery at all levels of care

Maximize Third-Party Revenues

- Increase Medi-Cal, Healthy Families, and Healthy Kids healthcare insurance coverages for youth services through comprehensive financial screening of all youth and utilization of the Children's Health Initiative to conduct further outreach in the community

Maximize Efficiency and Cost Effectiveness of Services

- Evaluate the efficiency and cost effectiveness of FFT for high-risk youth

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of clients served:					
- Intensive	752	987	1,000	1,100	1,100
- Outpatient	1,892	1,758	2,100	2,350	2,350
Number of new clients served:	1,061	1,109	1,120	1,200	1,200
How Well We Do It (Quality)					
Percent of survey respondents who agree or strongly agree that they are satisfied with services received:					
- Parents	89%	96%	87%	90%	90%
- Youth	80%	85%	82%	90%	90%
Percent of survey respondents who agree or strongly agree that the client is better at handling daily life:					
- Parents	71%	78%	65%	75%	75%
- Youth	72%	65%	72%	75%	75%
Implementation of nationally recognized clinical Evidence-Based Practices	---	---	1	1	1
Is Anyone Better Off? (Outcome)					
Average monthly census of out-of-home placements at the group home level countywide by Mental Health, Probation, and Human Services Agency	154	123	122	130	130
Average monthly census of out-of-home placements at the group home level by Mental Health	10	9	8	10	10
Percentage of transition-age youth FSP clients who receive a GED or high school diploma (data development) ⁽¹⁾	---	---	---	---	---

⁽¹⁾ New measure for FY 2007-08.

Mental Health Youth Services (6130P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	143.0	159.0	168.0	167.0	(1.0)	167.0
Funded FTE	132.3	143.3	156.3	159.9	3.6	159.9
Total Requirements	15,588,982	16,808,435	24,694,096	25,730,458	1,036,362	26,447,875
Total Sources	12,424,499	16,883,028	20,495,224	20,769,656	274,432	20,913,139
Net County Cost	3,164,484	(74,593)	4,198,872	4,960,802	761,930	5,534,736
NCC Breakdown						
State EPSDT Match			145,000	145,000		145,000
COLAs for Providers			200,000	75,053	(124,947)	75,053
Mandated Services			2,650,000	3,349,011	699,011	3,922,945
Non-Mandated Services			1,203,872	1,391,738	187,866	1,391,738

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,960,802 or 19.3%, of which \$4,815,802 or 97.1% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include portions of Mental Health/Probation services at YSC, Prenatal to Three program, Daly City Youth Health Center, Edgewood Child Abuse Program, and annual contribution to the Wraparound Fund collaboration.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; position reconciliation to the Master Salary Ordinance; adjustments to contract services; County-owned facility rental charges, including debt service for the Youth Services Center; expenses associated with moving and relocation of youth programs to a new facility; increase in Intrafund Transfer for the Wraparound program; and increases in lease charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
258,315	1,520,245	(500,000)	0	761,930	(1)

2. Staffing Adjustments for Mental Health Services Act (MHSA) Youth Program

One full-time Community Worker II is being added to increase program support in the school-based youth system and one vacant half-time Psychiatric Social Worker II position has been deleted. The increased cost is fully funded by MHSA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
16,117	16,117	0	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
274,432	1,536,362	(500,000)	0	761,930	(1)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
143,483	717,417	0	0	573,934	0

Mental Health Adult Services (6140P)

Program Locator

County

Health

Health Department

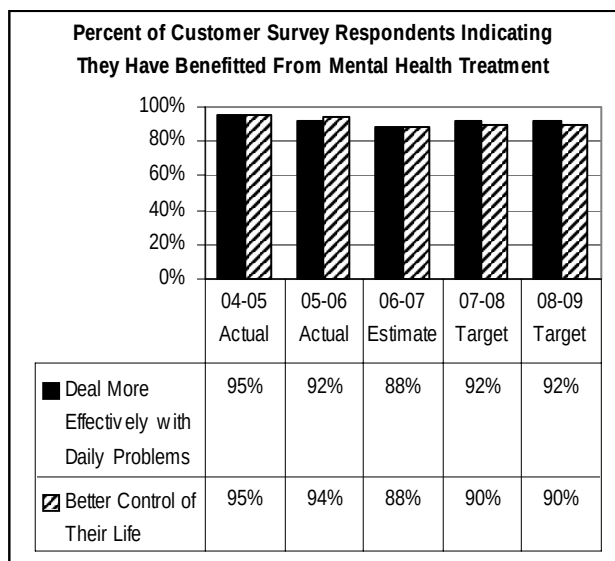
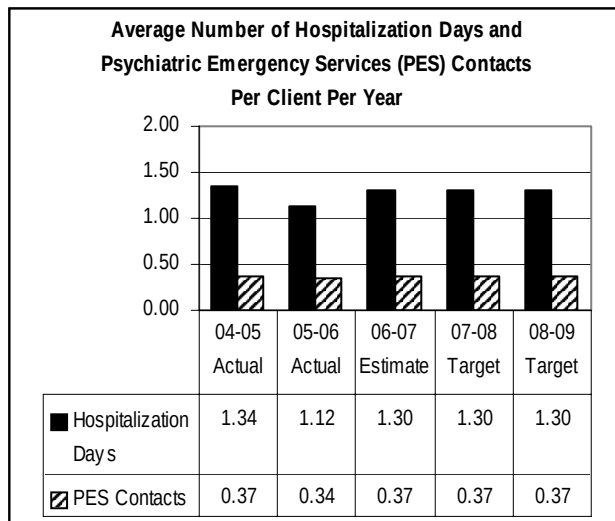
Mental Health Services

Mental Health Administration

Mental Health Youth Services

**Mental Health Adult Services**

Headline Measures



Program Outcome Statement

Mental Health Adult Services, in partnership with community-based organizations, provides a continuum of services and support to seriously mentally ill San Mateo County residents 18 years and older, focusing on each individual's strengths. The overriding goals of this program are individual recovery, improved well-being and overall quality of life, and independent living in the community.

Services and Accomplishments

Mental Health Adult Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing a continuum of services based upon client need. Outpatient services for lower acuity clients include outreach, individual and group therapy, case management, supported housing, rehabilitation, supported education, supported employment, medication management, and peer support. Services for high acuity clients include intensive case management, Psychiatric Emergency Services (PES), hospital inpatient, and other locked facility services.

The following are major accomplishments in the current year:

- Implemented an "open access" process at the East Palo Alto Mental Health Clinic, which provides more effective outreach strategies for underserved ethnic/linguistic populations to engage in mental health services
- Planned and initiated development of an older adult system of care
- In collaboration with the Human Services Agency (HSA) and the Department of Housing, participated in the Housing Our People Effectively (HOPE) process, the Homeless Outreach Team (HOT) program, and the one-day homeless count
- Implemented, along with collaborative partners, the Adult and Older Adult Full Service Partnership programs to serve 110 clients and provide 90 units of housing
- In collaboration with the Sheriff's Office, District Attorney, and Probation wrote, received, and implemented a Mentally Ill Offender Crime Reduction (MIOCR) grant to provide enhanced Probation/Mental Health alcohol and drug services to 35 women with extensive criminal justice, mental health, and drug and alcohol histories; this program used an Evidence-Based Practice (EBP) model for trauma treatment called "Seeking Safety"
- Increased linkages to criminal justice through the development and implementation of "Pathways"—a collaborative partnership between Courts, Probation, District Attorney, Private Defender's Program, Sheriff's Office, Correctional Health, and Mental Health—that provides an alternate path through the criminal justice system for clients with serious mental illnesses
- Continued to implement wellness and recovery enhancements including a systemwide "Paving the Way" initiative to integrate mental health consumers into the workforce by hiring six mental health consumers into full- and part-time civil services positions, and through the provision of training, consultation, and support systems for these new employees

Story Behind Performance

Psychiatric inpatient hospitalization and PES represent the highest cost services along the continuum of care for seriously mentally ill adults and older adults. The more financial resources devoted to high cost services, the fewer resources are available for community-based services that promote client self-sufficiency, wellness, and recovery. The goal is that neither psychiatric inpatient days nor PES utilization will increase by a statistically significant amount during future measurement periods. Performance against this goal is shown in Headline Measure 1. This measure tracks the average usage of inpatient days and PES visits by clients in the system, expressed in "hospitalization rate" and "PES rate" per client. In tandem, these measures provide a view of system effectiveness at the client level. Mental Health Adult Services, in cooperation with San Mateo Medical Center (SMMC) staff, has made a concerted effort to examine the effectiveness of diversion and discharge planning services for PES and psychiatric inpatient treatment services. Efforts have included redirection of resource management staff to provide an intensive linkage with PES. This linkage assists in diverting PES clients from hospital admissions and assists with hospital discharges, thereby decreasing overall institutional placements. This has produced improvements in the use of inpatient services, including shorter lengths of stay, and an increase in bed availability. Clients with multiple hospitalizations are also being linked to treatment and case management services in order to decrease subsequent hospitalizations.

Consumer and family member participation will continue to be expanded in program development and service delivery as the program works toward a client-directed system of care. There are two processes that will be used to assess consumer satisfaction and feedback: (1) ongoing monitoring of the State-mandated Mental Health Statistics Improvement Program (MHSIP); and (2) direct feedback from consumer and family member focus groups. Customer satisfaction regarding access to Mental Health services and to the services provided, as indicated by the point-in-time MHSIP responses included in the Performance Measures Summary Table, is over 93% for both measures. In addition, MHSIP focuses on the beneficial impact mental health treatment is having on customers by asking survey respondents if they agree with two outcome statements describing the results of the services they received: "I deal more effectively with daily problems" and "I am better able to control my life." As seen in Headline Measure 2, positive responses are currently 88% for both measures. For consumer feedback, regional focus groups were conducted asking three basic questions of consumers, family members, and staff: "What helps?," "What doesn't?," and "What would be better?" The tabulated responses will be used by a task force to guide recommendations toward improving the overall satisfaction and implementation of wellness and recovery-based services. Responses will also be used as a source document for Mental Health Services Act (MHSA) planning efforts.

Two efforts continue to enhance the ability of law enforcement to serve mental health consumers. Law enforcement agencies and mental health professionals are collaborating to provide law

enforcement personnel with Crisis Intervention Training (CIT). Training focuses on mental health issues and how mental health services are provided in San Mateo County. Mental Health has also convened a Field Crisis Consultation Committee. With representation from local police departments, the Sheriff's Office, Probation, the District Attorney's Office, consumer and family advocates, and mental health providers, this committee focuses on problematic cases in order to provide systemic solutions. This collaboration with law enforcement has brought about a Mental Health/Criminal Justice "pathway" to ensure that, when appropriate, people receive mental health services and placement rather than being incarcerated, as well as an enhanced treatment program for women funded through the MIOCR grant.

Major efforts have taken place to implement MHSA-funded services. This has included the development and implementation of significant new services including a nationally recognized EBP to provide intensive community-based case management services to 105 unserved or underserved mentally ill adult and older adult clients. A new supported housing service provides 90 supported housing units to individuals who are receiving intensive case management services. Another EBP is a co-occurring practice model and the use of a trauma treatment model called "Seeking Safety."

Major challenges over the next two years will be:

- To continue to implement new and expanded services through MHSA resources to improve the Adult and Older Adult Systems of Care
- To continue to implement more effective outreach strategies to unserved ethnic/linguistic populations and to engage and retain these clients in new MHSA-funded services
- To continue to maintain and improve outpatient service systems
- To provide services to consumers in the least restrictive treatment levels by using intensive case management services
- To continue to develop an inclusive and culturally competent, consumer-run, community-based organization to provide peer support services
- To continue implementation of EBPs
- To ensure adequate capacity to provide mental health services to Health Plan of San Mateo CareAdvantage Program clients
- To design and implement an Older Adult System of Care

Program Objectives

Adult Mental Health Services will meet performance targets by doing the following:

Maintain an Average Acute Hospitalization Rate of 1.30 Days per Year per Client and an Average PES Rate of .37 Days per Year per Client

- Continue to conduct a retrospective review of all Treatment Authorization Requests (TARS) for private psychiatric hospital use by Medi-Cal clients
- Continue to work with private hospital staff to ensure timely discharges and appropriate placements

- Collaborate with SMMC to maximize use and decrease Administrative Days

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Continue to use MHSIP data to improve the service delivery system
- Identify and implement strategies to continue development of a consumer/family-directed system of care

Maximize the Efficiency and Cost Effectiveness of Services

- Implement the Wellness and Recovery Tool Kit
- Extend use of a standardized assessment instrument to contract service providers as a tool for assessing appropriate levels and intensity of care
- Develop and implement a utilization management structure that assures mental health services provided are appropriate for consumers' level of clinical need

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of clients served:					
- Intensive level of service	2,446	2,409	2,409	2,576	2,576
- Outpatient level of service	7,280	7,497	8,100	8,220	8,220
- LPS Conservatorship	381	378	340	340	340
- IMD (subacute) placements	174	163	164	164	164
Number of new clients served ⁽¹⁾	2,556	2,613	2,722	2,800	2,800
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	94%	94%	93%	90%	90%
Percent of customer survey respondents rating access to mental health services good or better	88%	87%	94%	85%	85%
Is Anyone Better Off? (Outcome)					
Hospitalization rate—average number of days hospitalized per client	1.34	1.12	1.30	1.30	1.30
Psychiatric Emergency Services (PES) rate—average number of face-to-face contacts per client	0.37	0.34	0.34	0.37	0.37
Percent of customer survey respondents indicating they have benefited from mental health treatment:					
- Able to deal more effectively with daily problems	95%	92%	88%	92%	92%
- Better able to control their life	95%	94%	88%	90%	90%
Implementation of nationally recognized clinical Evidence-Based Practices	1	1	1	1	1
Number of clients with five or more inpatient stays	7	8	11	11	11

⁽¹⁾ New measure for FY 2007-08.

Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	129.0	127.0	152.0	159.0	7.0	159.0
Funded FTE	118.5	115.6	135.6	147.0	11.4	147.0
Total Requirements	56,433,277	57,867,978	60,025,102	62,993,570	2,968,468	63,504,060
Total Sources	51,172,356	38,779,327	53,458,167	55,783,161	2,324,994	55,885,259
Net County Cost	5,260,921	19,088,651	6,566,935	7,210,409	643,474	7,618,801
NCC Breakdown						
Federal Grants Match			44,539	44,539		44,539
Realignment MOE			1,477,507	1,477,507		1,477,507
Proposition 172 MOE			329,138	329,138		329,138
COLAs for Providers			828,000	217,114	(610,886)	217,114
Mandated Services			2,890,922	3,535,847	644,925	3,944,239
Non-Mandated Services			996,829	1,606,264	609,435	1,606,264

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,210,409 or 11.4%, of which \$5,359,225 or 74.3% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include indigent and non-target population psychiatric care at SMMC, geriatric client care placements at the Institutes for Mental Disease (IMD), and pharmacy costs for IMD residents that are not claimable to Medi-Cal.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; position reconciliation to the Master Salary Ordinance; adjustments to contract services; expenses associated with moving and relocation of adult program services to a new facility; and increases in lease charges.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,823,142	2,466,616	0	0	643,474	2

2. Additional Staffing for Mental Health Services Act (MHSA) Adult Program

A net total of five positions are being added. For the Outreach and Engagement component: one Psychiatric Social Worker II is being added to support North County operations (this is partially offset by the deletion of half-time Psychiatric Social Worker II in the Youth Program); and one Supervising Adult Psychiatrist is being added and one vacant Adult Psychiatrist deleted to expand psychiatric services. For the System Development component: one Community Worker I is being added and one half-time Community Worker I deleted to support Central County; two Marriage and Family Therapist II positions (one Unclassified) are being added to cover new information system and support in South County; and one Patient Services Assistant II is being added to support clinical administrative functions. For the Housing component, one

Community Program Specialist II is being added to oversee housing development and placements. The increased cost of these position adjustments is fully funded by MHSA revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
501,852	501,852	0	0	0	5

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,324,994	2,968,468	0	0	643,474	7

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and additional revenue from third party sources and claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
102,098	510,490	0	0	408,392	0

Public Health Services (6200B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	558,841	548,526	657,981	615,122	(42,859)	615,122
Use of Money and Property		75,000	75,000	75,000		75,000
Intergovernmental Revenues	13,837,034	15,074,444	15,218,682	15,499,300	280,618	15,172,349
Charges for Services	1,791,138	2,121,467	2,279,807	2,034,365	(245,442)	2,274,365
Interfund Revenue	425,582	576,076	553,700	553,700		553,700
Miscellaneous Revenue	792,760	315,047	455,550	677,444	221,894	617,444
Total Revenue	17,405,355	18,710,559	19,240,720	19,454,931	214,211	19,307,980
Fund Balance	1,762,914	3,035,857	4,189,262	2,143,817	(2,045,445)	2,143,817
TOTAL SOURCES	19,168,269	21,746,416	23,429,982	21,598,748	(1,831,234)	21,451,797
REQUIREMENTS						
Salaries and Benefits	10,485,845	10,590,112	12,833,119	13,625,498	792,379	14,046,240
Services and Supplies	8,562,250	9,130,116	9,198,621	9,092,600	(106,021)	9,311,151
Other Charges	3,327,966	3,397,664	4,305,053	4,287,067	(17,986)	4,227,207
Fixed Assets	131,431	414,247	281,000		(281,000)	
Other Financing Uses		35,097	185,000	200,000	15,000	
Gross Appropriations	22,507,493	23,567,236	26,802,793	27,205,165	402,372	27,584,598
Intrafund Transfers	(805,904)	(1,295,630)	(1,339,770)	(1,437,443)	(97,673)	(1,437,443)
Net Appropriations	21,701,589	22,271,606	25,463,023	25,767,722	304,699	26,147,155
Contingencies/Dept Reserves	641,509	1,080,175	1,788,574	859,640	(928,934)	770,808
TOTAL REQUIREMENTS	22,343,098	23,351,781	27,251,597	26,627,362	(624,235)	26,917,963
NET COUNTY COST	3,174,829	1,605,365	3,821,615	5,028,614	1,206,999	5,466,166
AUTHORIZED POSITIONS						
Salary Resolution	123.0	109.0	120.0	124.0	4.0	124.0
Funded FTE	118.5	107.4	116.3	121.5	5.2	121.5

Chronic Disease and Injury Prevention (6210P)

Program Locator

County

Health

Health Department

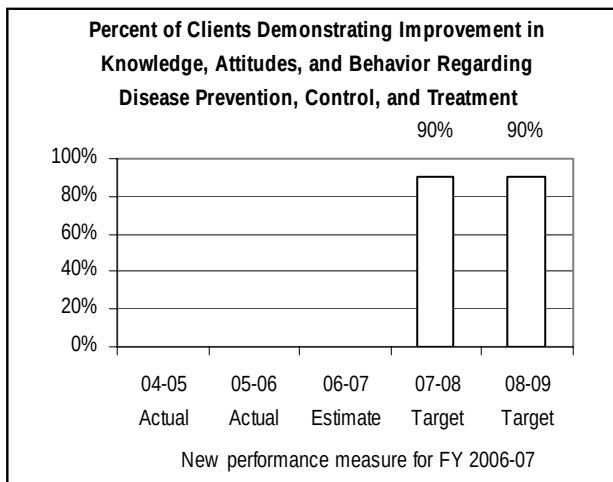
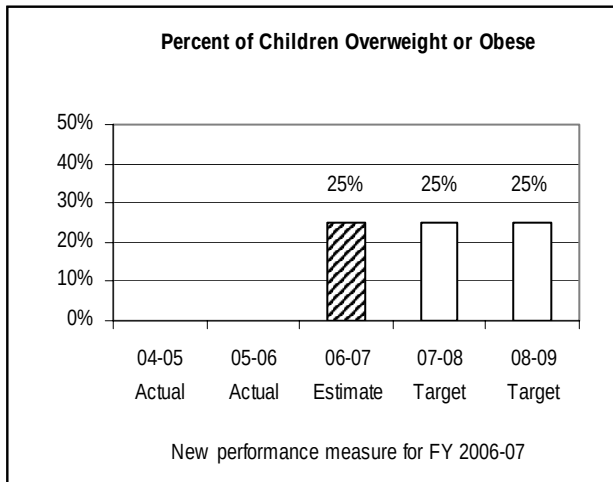
Public Health and Environmental Protection



Chronic Disease and Injury Prevention

Disease Control and Prevention

Headline Measures



Program Outcome Statement

Chronic Disease and Injury Prevention (CDIP) conducts community health promotion efforts to prevent chronic disease and injuries in order to protect the health and well-being of San Mateo County residents.

Services and Accomplishments

CDIP contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing residents with access to preventive health education and helping vulnerable people achieve a better quality of life within the community. CDIP is currently comprised of staff formerly located in the Health Policy and Planning Division (HPP) of the Health Department and were assigned to such programs as Smoke-Free Start for Families (SFSF), Active for Life (AFL), and Medication Management. As part of the San Mateo County Organizational Review in early 2006, the Tobacco Prevention Program was transferred from the Human Services Agency to the Health Department and is now also part of this unit.

CDIP will primarily focus on communities that are affected by, or are vulnerable to, injuries and chronic conditions. Programs include Tobacco Prevention, Community Liaisons Project, and Injury Prevention. The Community Liaisons Project convenes Health Department representatives who serve as partners to regional community collaboratives in order to keep the Department up-to-date on community priority issues, coordinate Department messages to community partners, and share community resources.

During FY 2007-08, a comprehensive strategic plan will be developed for the new CDIP unit that will include how to address intentional/unintentional injuries; the primary, secondary, and tertiary prevention of chronic conditions; and the role that the Community Liaisons Project will play in the engagement of community members in program planning, implementation, and evaluation.

The following are major accomplishments in the current year:

- Successfully transitioned the Tobacco Prevention Program into the Health Department
- Convened the Tobacco Cessation Summit in May 2006 to engage key community stakeholders and policymakers around sustaining tobacco cessation services in San Mateo County
- Successfully implemented a smoke-free beach policy in the City of Pacifica with advocacy from members of the Tobacco Education Coalition
- Assisted with the Board of Supervisors designation of county parks as tobacco-free, with advocacy from members of the Tobacco Education Coalition
- Completed the recruitment of clients into the Active for Life physical activity program, funded by the Robert Wood Johnson Foundation
- Engaged representatives of community collaboratives in Community Liaisons meetings featuring collaborative leader discussions regarding community demographics, priority issues being addressed, and strategies for increased collaborations with the Health Department
- Actively participated in regional trainings and discussions about increasing health departments' capacity to appropriately serve community health needs

- Provided technical assistance in development of the Filipino Mental Health Initiative
- Gave presentations at four sessions during the November 2006 American Public Health Association (APHA) annual conference to highlight successes in the tobacco cessation, male involvement, and vulnerable populations efforts of the Health Department

Story Behind Performance

The Smoke-Free Start for Families (SFSF) program, previously funded by the First 5 Commission, serves primarily pregnant women and families with young children. With leveraged funding from the Tobacco Prevention Program, SFSF additionally serves all other adults who wish to quit tobacco use. This program is the only free tobacco cessation program for adults in San Mateo County and provides nicotine replacement therapy to program participants. SFSF has been extremely successful, achieving a 30-35% quit rate, whereas national tobacco cessation averages hover around 10-15%. Funding from First 5 was slated to sunset on December 31, 2006; however, in an effort to gauge the value of tobacco cessation to the community, a Tobacco Cessation Summit was conducted in collaboration with the Tobacco Education Coalition in May 2006, wherein community leaders and policymakers were provided with information on the impact of tobacco use in San Mateo County and the current status of tobacco cessation services. Summit participants then prioritized cessation services to sustain. An advocacy effort with the First 5 Commission resulted in the Commission funding the program for an additional six months, through September 2007. SFSF staff began working to identify a community-based organization (Breathe California) that will work in partnership with the Health Department to sustain free tobacco cessation services in the county beyond funding from the First 5 Commission.

The Active for Life (AFL) program was a four-year research grant from the Robert Wood Johnson (RWJ) Foundation to determine the efficacy of telephone counseling in encouraging sedentary older adults to become physically active. The focus for the grant in San Mateo County was Latinos, Filipinos, African Americans, lower income residents, and limited-English speakers. There have been tremendous learnings gained from AFL around the need for affordable and accessible community resources for physical activity. The program also learned that older adults value personal contact and engagement in their effort to maintain physical activity. AFL program recruitment ended as of December 31, 2006, with rollover funds supporting telephone counseling activities through October 2007. RWJ intends to analyze data from all nine of its grantees and publish the results of the study.

The completion of the *Prevention of Childhood Obesity Blueprint* has provided the Health Department with the opportunity to develop a multi-sectoral approach to address this pressing community issue. As part of its strategic planning process, CDIP will develop program plans to engage school settings, employer groups, and community partners in promoting nutrition and physical activity. Targets for the measures will be developed as part of the overall strategic plan. New Headline Measure 1—the percent of children overweight or obese—

will be measured every three years as part of the Adolescent Report and is a long-term indicator of program success. An initial target of 25% has been set over the following two reporting periods. It is not expected that substantial progress will be made, even as measured every three years. The initial goal would be to stop the increase in childhood overweight rates before being able to develop objectives for reducing the rates.

Areas of program focus, which may take years to demonstrate measurable outcomes, will be reported in the *Healthy San Mateo 2020* report. These measures include: (1) reduction of tobacco use in San Mateo County; (2) reduction of childhood overweight rates; (3) reduction of intentional and unintentional injury rates; (4) decrease in avoidable hospitalizations due to chronic diseases; and (5) elimination of the disparities in late stage cancer diagnoses. Another important goal to be included in that report will be reduction of the countywide heart disease rate (unadjusted) from 185/100,000 to 130/100,000 population, through an effective and comprehensive chronic disease prevention approach that will include the elimination of artificial trans fatty acids in foods distributed or served in the county. As the strategic planning process continues, milestone measures will be developed and incorporated into the FY 2008-09 OBM performance measures.

As part of program delivery, a participant survey will be administered that will assess improvement in the knowledge, attitudes, and behaviors (KAB) of participants towards preventing chronic diseases and engaging in healthy behaviors.

Major challenges over the next two years will be:

- To develop a comprehensive Chronic Disease and Injury Prevention (CDIP) program
- To prepare, train, and monitor staff in their transition from SFSF and AFL program delivery into the community-level effort of the CDIP
- To integrate the Injury and Violence Prevention and Tobacco Prevention programs into CDIP and other health promotional efforts within the Health Department
- To develop meaningful and achievable long-term community health outcome measures, involving input from multi-sectoral partners, with corresponding short-term program outcomes
- To sustain community partner interest and commitment to addressing underlying factors influencing the risk of chronic disease

Program Objectives

Chronic Disease and Injury Prevention will meet performance targets by doing the following:

Development of a Comprehensive Strategic Plan to Prevent Chronic Diseases and Intentional/Unintentional Injuries

- Review existing data and information on program best practices
- Convene key stakeholders within the Health Department to discuss priority issues and strategies
- Present strategic plan to Community Liaisons Project participants and other community partners

Achieve a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior (KAB) Regarding CDIP Programs

- Review Public Health KAB survey instrument to assess appropriateness for CDIP and develop new instruments as needed
- Distribute the survey to appropriate client/contact populations
- Analyze results by program to determine need for program improvement or adjustments

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Distribute the County's CARES survey to all clients contacted by CDIP staff and analyze results by program to determine need for program improvements or adjustments
- Conduct staff development activities to ensure effectiveness of program delivery

Achieve Three-Year Outcomes Developed by the Community for the Tobacco Prevention Program

- Complete the Communities of Excellence strategic planning process with the Tobacco Education Coalition
- Develop scope of work in collaboration with the Tobacco Education Coalition

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of school districts with wellness policies that meet goals set in the Comprehensive School Health Education standards	---	---	16	18	20
Number of educational presentations (data development)	---	---	---	---	---
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	---	---	---	90%	90%
Percent of customer survey respondents indicating they are better off because of the services they received	---	---	---	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of children overweight or obese ⁽¹⁾	---	---	25%	---	---
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment	---	---	---	90%	90%

⁽¹⁾ Data collected every three years.

Chronic Disease and Injury Prevention (6210P) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution			2.0	4.0	2.0	4.0
Funded FTE			2.0	4.0	2.0	4.0
Total Requirements	421,274	504,284	665,543	1,189,011	523,468	1,141,658
Total Sources	103,406	369,608	578,427	760,000	181,573	700,000
Net County Cost	317,868	134,676	87,116	429,011	341,895	441,658
NCC Breakdown						
Tobacco Program MOE			80,000	80,000		80,000
Non-Mandated Services			7,116	349,011	341,895	361,658

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$429,011 or 36.1%, of which \$349,011 or 81.4% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; adjustments to carry-forward revenues; and deletion of prior year one-time expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
181,573	312,202	0	0	130,629	0

2. Transfer in Positions from Health Policy and Planning

One Program Services Manager I and one Community Worker II-U have been transferred in from Health Policy and Planning (HPP) to staff the new CDIP unit. In addition, .25 of an Office Specialist position that continues to reside in HPP will be charged to this unit, to provide additional staff support time.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	211,266	0	0	211,266	2

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
181,573	523,468	0	0	341,895	2

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and elimination of expiring grant funding and related expenses.

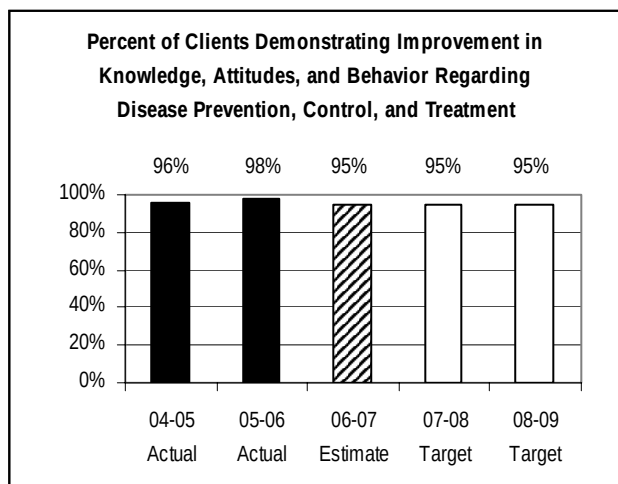
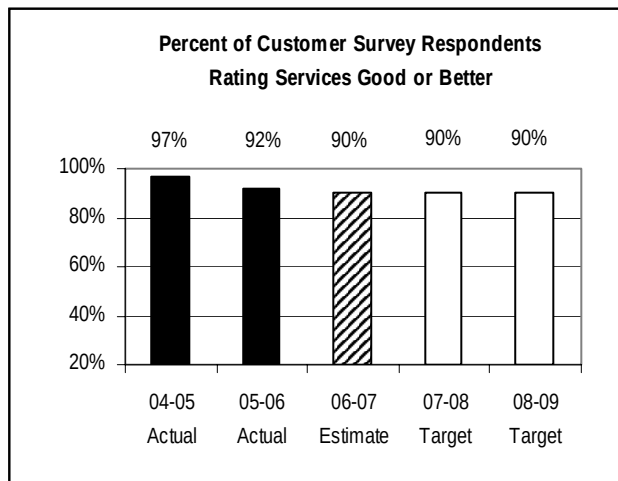
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(60,000)	(47,353)	0	0	12,647	0

Disease Control and Prevention (6220P)

Program Locator

County
 Health
 Health Department
 Public Health and Environmental Protection
 Chronic Disease and Injury Prevention
 ► **Disease Control and Prevention**

Headline Measures



Data Development Measures

Efforts are continuing to develop the data for a new Headline Measure that will track the percent of Public Health HIV patients receiving antiviral drugs who have a nondetectable viral load. It is anticipated that this information will be available by FY 2006-07 year-end.

Program Outcome Statement

Disease Control and Prevention (DCP) investigates and analyzes communicable diseases and other health problems, using those results to work with community partners in developing policies and programs and to ensure that control, treatment, and prevention measures are taken in order to prevent disease and protect community health in San Mateo County.

Services and Accomplishments

DCP contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by monitoring, treating, and preventing communicable diseases and other health threats within the community. DCP is composed of a group of Public Health programs that provide multidisciplinary services to individuals and communities throughout the county.

DCP primarily focuses on community groups or individuals affected by, or vulnerable to, communicable or chronic diseases or conditions. Programs are HIV/AIDS, Tuberculosis (TB), Communicable Diseases, Epidemiology, Sexually Transmitted Disease (STD) Control, Mobile Clinic, Public Health Laboratory, Vital Statistics, and an HIV/Infectious Disease Clinic.

Under the Health Department's reorganization for FY 2007-08, the Animal Control Services and Animal Licensing programs are transferred in to Disease Control and Prevention. Animal Control protects the health and welfare of residents and animals by providing local enforcement of animal-related laws, education to the public, and full-service shelter care. This is accomplished through a contractual agreement between the Peninsula Humane Society, the County, and the 20 cities in San Mateo County. Animal Licensing is provided by County staff and maintains records of licensed dogs and cats within the county, ensuring vaccinations are up-to-date and allowing the return of lost pets.

The following are major accomplishments in the current year:

- Increased cross-training of staff in the AIDS Program to assist in large exposures/outbreaks in the Communicable Disease Program, and trained Public Health Nurses in the Communicable Disease Program to provide coverage in the TB Program
- Initiated the Institutional Infection Control Program to reduce outbreaks in facilities
- Expanded molecular testing in the Public Health Laboratory to include norovirus, Methicillin-resistant Staphylococcus Aureus (MRSA), Human Papillomavirus (HPV), and other viral and bacterial pathogens
- Developed a Handwashing Campaign that was presented in six schools and one health fair, reaching a total of approximately 1,200 individuals
- Implemented HIV Rapid Testing, which allows patients to learn of their HIV status within one hour rather than waiting the standard 14 days

- Collaborated with the Youth Services Center (YSC) nursing staff to increase Chlamydia and Gonorrhea screening from 71% in 2005 to 90% in 2006
- Created and distributed STD quarterly report to San Mateo County providers, partners, and Bay Area collaborators, resulting in improved STD screening and reporting awareness in San Mateo County
- Participated in community awareness campaigns such as World AIDS Day, Public Health Week, and Bay Area STD Awareness Month, and hosted awareness events sponsored by the Latino AIDS Awareness Organization
- Continued planning efforts on Pandemic Flu including implementation of a communitywide preparation effort involving over 200 participants, participation in an exercise on May 4, 2007 focusing on community response to a Pandemic Flu outbreak, and development of an educational campaign that included a mailing of information to over 100,000 residents
- Implemented a new information management system for the Public Health Laboratory
- Completed facility feasibility study for the Laboratory

Story Behind Performance

DCP programs provide direct service including medical treatment, case management and social services, health and prevention outreach, home visits to assist tuberculosis patients and their families, and counseling and screening for a variety of communicable and other diseases. Prevention activities include one-on-one prevention, school-based interventions, and community-wide prevention and preparation efforts. A reorganization took place in FY 2005-06 that resulted in the provision of direct medical management and oversight for the Laboratory and Mobile Clinic; an increase in STD services over the prior year; integration of Edison Clinic Services with those provided by the Mobile Clinic and HIV testing vans; and creation of a structure for Continuous Quality Improvement (CQI) throughout DCP. Each program now has a number of specific and unique goals—many of which are mandated by state or federal law—that include performance measures focusing on prevention or treatment of disease and promotion of healthy practices. In the third year of the reorganization, the focus will be on the creation of more efficient data collection systems and evaluations of all DCP programs. An added focus area for all programs will be disaster response capabilities.

An important indicator of service efficiency and quality shown in Headline Measure 1 is customer satisfaction, which was rated at 92% in the most recent survey. In addition, 90% of surveyed respondents rated response times as good or better. Headline Measure 2 reflects the impact of six surveys that have been developed to measure how customers view the effects of services upon their lives. As shown in the graph, 98% or more of clients reported that their knowledge, attitude, and behavior (KAB) has changed or will change as a result of services received.

Major challenges over the next two years will be:

- To prepare, plan, train, and respond to communicable disease outbreaks such as Pandemic Flu
- To provide ongoing staff training for all hazard preparedness efforts and effective responses to newly identified pathogens
- To ensure the reorganization effort continues to result in programs that perform as designed, reach stated goals, and meet client needs

Program Objectives

Disease Control and Prevention will meet performance targets by doing the following:

Maintain a 90% Rate of Clients Demonstrating Improvement in Knowledge, Attitudes, and Behavior (KAB) Regarding DCP Programs

- Continue refining KAB survey instrument
- Distribute the survey to appropriate client/contact populations for completion twice a year
- Analyze results by unit to determine the need for program changes or improvements

Maintain an Overall Customer Satisfaction Rating of at Least 90%

- Distribute County CARES surveys to clients contacted by DCP staff and analyze results by unit to determine need for program changes or improvement
- Continue to conduct staff development activities to ensure effectiveness of reorganization, including development of policies and procedures that are consistent across program lines, identification of staff development needs, and implementation of appropriate training programs

Continue Pandemic Influenza Planning and Preparation

- Continue to refine Pandemic Flu plans prepared during the past year by community partners—schools, vulnerable populations, businesses, and cities—and address gaps in the response process identified during the May 4, 2007 Pandemic Influenza exercise
- Develop agreements with the business community for priority deliveries of essential items such as foods, fuel, and pharmaceuticals
- Acquire space to store supplies necessary for a successful flu response, such as surgical masks
- Conduct additional exercises to sustain community preparedness
- Continue to state the public message of how to stay healthy, care for individuals at home and during a Pandemic Flu, and how to care for individuals who usually receive care at facilities
- Communicate often with the public on the Pandemic Flu alert levels in the state and country

Improve Efficiency and Use of Services

- Review the overall infrastructure of the program to include data management (technical and analytical needs) as well as overall resource management

- Continue CQI Plans for all programs
- Analyze current data collection efforts and develop recommendations for improved data collection in the STD Control, AIDS Program Care Services, and Mobile Clinic programs
- Increase disaster training for all staff, customized to their level of need

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of clients served by selected programs:					
- AIDS Program Clinical Services	559	576	550	550	550
- Mobile Clinic Clinical Services	2,713	3,534	3,500	3,500	3,500
- STD Control	1,636	2,951	1,800	1,800	1,800
- TB Control	901	1,100	956	956	430
Vital Statistics certificates (births and deaths)	10,319	10,079	11,000	11,000	11,000
Number of Laboratory Tests	51,957	54,423	55,678	56,916	57,927
Number of CD Outbreaks	16	20	50	50	50
Number of service contacts ⁽¹⁾	203,050	334,951	283,158	283,000	283,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services good or better	97%	92%	90%	90%	90%
Percent of customer survey respondents rating response time as good or better	96%	90%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of Public Health HIV patients receiving anti-retroviral drugs who have a nondetectable viral load (data development)	---	---	---	---	---
Percent of clients demonstrating improvement in knowledge, attitudes, and behavior (KAB) regarding disease prevention, control, and treatment	96%	98%	95%	95%	95%

⁽¹⁾ Decreases reflect transfer of the Health Education program to Health Policy and Planning.

Disease Control and Prevention (6220P)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	123.0	109.0	118.0	120.0	2.0	120.0
Funded FTE	118.5	107.4	114.3	117.5	3.2	117.5
Total Requirements	21,921,823	22,847,497	26,586,054	25,438,351	(1,147,703)	25,776,305
Total Sources	19,064,863	21,376,808	22,851,555	20,838,748	(2,012,807)	20,751,797
Net County Cost	2,856,960	1,470,689	3,734,499	4,599,603	865,104	5,024,508
NCC Breakdown						
Realignment MOE			1,492,929	1,492,929		1,492,929
AIDS Program MOE			561,853	618,038	56,185	679,842
Animal Control JPA			293,596	293,596		293,596
Mandated Services			1,108,897	1,756,032	647,135	2,046,513
Non-Mandated Services			277,224	439,008	161,784	511,628

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$4,599,603 or 19.0%, of which \$438,999 or 9.5% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; reductions in contract expenses; decreased Reserves for Health Client Data Store expenses; transfer of Emergency Preparedness grant from Emergency Medical Services into Public Health; and deletion of prior one-time Fixed Assets purchases and completed project expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,373,368)	(438,988)	(70,457)	(928,934)	934,989	0

2. Transfer in Physician from Sheriff's Office for Urban Areas Security Initiative (UASI) Grant

A Staff Physician previously located in the Sheriff's Office and funded by the UASI grant has been transferred to Public Health. This position is stationed at San Francisco International Airport to work on regional coordination and prevention activities related to Pandemic Flu. This position will be funded by Pandemic Flu/Bioterrorism funds.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
202,485	202,485	0	0	0	1

3. Development of Perinatal Hepatitis B Program

One Communicable Disease Investigator is being added to develop a Perinatal Hepatitis B program. The State estimates that 175-200 children are born each year in San Mateo County to Hepatitis B-positive mothers, yet only 15% of these children are identified. This new

program will provide intensive case management for early identification of these mothers so that appropriate prophylaxis can be given prior to birth of their infants, reducing the likelihood of disease transmission from mothers to their newborns. State funding will cover approximately half the cost of this position, with the remainder to come from redirection of other unused Hepatitis appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
43,481	70,697	(27,216)	0	0	1

4. Staffing Adjustments in AIDS and Communicable Disease Programs

Two vacant positions, one Community Program Specialist III and one Community Worker II, are being deleted from the AIDS Program due to reduced funding. Two positions are being added to the Communicable Disease Program—one Senior Community Health Planner will assist with the Continuous Quality Improvement program, and one Administrative Secretary III will provide support to the physicians.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
21,328	21,328	0	0	0	0

5. Addition of Management Analyst for Animal Control and Licensing

One Management Analyst III is being added to assist with the Animal Control and Licensing program, as well as provide support for DCP data collection and other analytical needs. The increased cost will be fully funded by Animal Control and Licensing and Realignment revenues.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
93,267	93,267	0	0	0	1

6. Deletion of Fiscal Office Assistant in Animal Licensing

A recent workload assessment performed by Human Resources determined that a Fiscal Office Assistant II could be deleted from Animal Licensing with minimal impact on the program. This position, which had previously been shared between Animal Licensing and Human Resources, will now provide support to Human Resources only. The activities previously performed for Animal Licensing will be absorbed within existing staff.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(69,885)	0	0	(69,885)	(1)

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,012,807)	(121,096)	(97,673)	(928,934)	865,104	2

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; restoration of administrative charges; increased revenue due to revenue enhancement projects in the Laboratory, Mobile Clinic, and TB programs; anticipated reduction in Peninsula Humane Society contract expenses and related revenue; and reduction in overtime and extra help allocations, as well as Reserves, to meet the NCC budget target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(86,591)	426,786	0	(88,832)	424,905	0

Family Health Services (6240B)

Program Locator

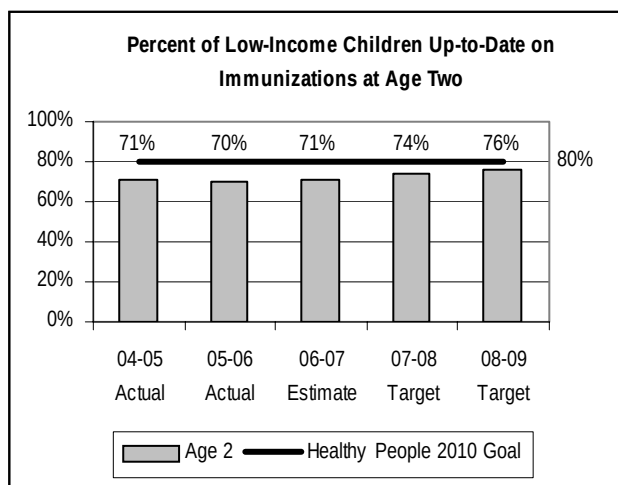
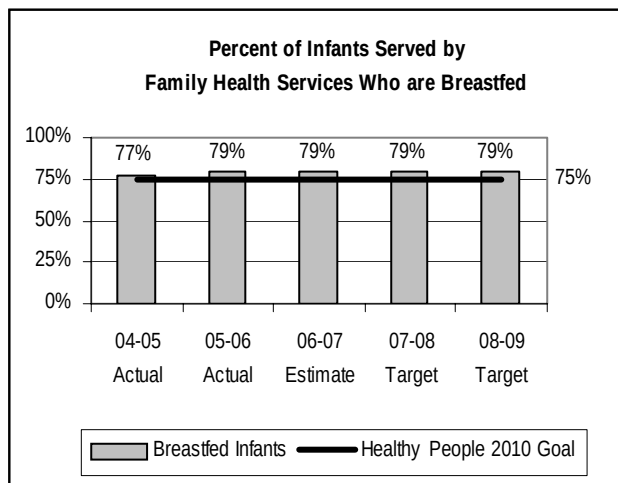
County

Health

Health Department

▷ **Family Health Services**

Headline Measures



Program Outcome Statement

Family Health Services (FHS) promotes and improves the health and well being of children and families by joining with individuals, organizations, and communities to provide case management, prevention and treatment services, outreach, and education.

Services and Accomplishments

FHS contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing prevention and treatment services to clients, providers, and the community at large. Staff give direct services primarily to low income families with children. Services include home visiting, physical and occupational therapy, health classes, parent support groups, telephone case management, nutrition clinics, and meals. Program staff also provide consultation to healthcare providers, collaborate with community organizations, and lead collaborative efforts to improve community health.

The following are major accomplishments in the current year:

- Provided public health nursing leadership and staffing to the second-year implementation of Partners for Safe and Healthy Children Program
- Finalized Prenatal to Three Strategic Plan and obtained a two-year grant to implement the recommendations regarding developing child abuse risk assessment tools and procedures, as well as case coordination
- To prevent shaken baby incidents, distributed parent-focused educational materials to birthing hospitals in collaboration with the Child Abuse Prevention Council
- Assisted children in California Children's Services (CCS) to obtain "medical homes" (comprehensive and preventive primary care), increasing the rate of coverage from 50% in FY 2005-06 to 80% in FY 2006-07
- Established a "Transition to Adult Care" clinic and developed educational materials for young adult clients of CCS
- Obtained a Breastfeeding Peer Counselor grant, hired two community workers, and provided breastfeeding support to pregnant and lactating women from underserved communities
- Led the County Breastfeeding Committee and honored over 500 women at Breastfeeding Awards Ceremonies
- Participated in the Premie Project Collaborative, led by Lucile Packard Children's Hospital, which coordinates services to infants born preterm to improve their health and development
- Worked with the Information Services Department (ISD) to define data requirements and select a contractor to develop a common registration system and integrated Family Health Services database
- Participated in Iteration I of the Health Client Data Store, using the Pre to Three database as one of the first three systems that are integrated

Story Behind Performance

The breastfeeding rate, Headline Measure 1, is an excellent indicator of child health, parenting, and parenting support. Breastfeeding decreases the incidence of childhood illnesses such as ear infection, diarrhea, and childhood lymphoma and has been linked to cognitive gains. It also has a positive impact on maternal

health, helping with weight reduction after delivery and decreasing the risk of breast cancer. Finally, it provides natural opportunities for the development of attachment between the mother and child. The Women, Infants, and Children (WIC) program within FHS provides the data used for this performance measure. As seen in the graph, 79% of newborns seen by WIC are breastfed. The current performance level is projected to hold steady over the next two years, continuing to exceed 75%, the goal developed by the U.S. Department of Health and Human Services as part of *Healthy People 2010*, a set of national health objectives.

Headline Measure 2—the immunization rate for low income children—is 71%, based on data obtained from SMMC clinics. Further improvement is needed to reach the *Healthy People 2010* goal of 80%. FHS staff help clients gain access to vaccination services, supply vaccines to providers, and directly provide some vaccinations. Staff also provide leadership and administrative support to the public and private pediatric providers who participate in the Bay Area Regional Registry (BARR). Through participation in BARR, San Mateo County expects to experience improvements in the timeliness of services, a reduction in duplicated efforts, and an increase in immunization rates, resulting in an immunization rate of 80% by the benchmark year of 2010.

Service efficiency and quality is indicated by a summary measure in the customer satisfaction survey. For the most recent survey conducted in FY 2005-06, 98% of the respondents rated overall satisfaction with FHS services as good or better.

Major challenges over the next two years will be:

- To support clients in following a healthy lifestyle including nutrition, fitness, and appropriate use of primary care medicine rather than emergency medicine
- To continue to meet the goals set by categorical programs in FHS while moving staff into a position of greater readiness to respond to general public health needs and, in particular, the need for disaster preparedness
- To meet requirements for highly qualified personnel, especially positions requiring second language ability
- To roll out an integrated data system, review workflow processes, and improve ability of staff to use new technology

Program Objectives

Family Health Services will meet performance targets by doing the following:

Maintain an Infant Breastfeeding Rate over 75%

- Support staff refresher training on breastfeeding and nutrition topics
- Offer clients breastfeeding education and support
- Provide leadership to the countywide Breastfeeding Committee
- Assist employers in overcoming barriers to compliance with the Lactation Accommodation Law
- Involve fathers in support of breastfeeding

Improve Immunization Rate of Children at Age Two to 80%

- Support implementation of the Immunization Registry throughout the system of pediatric providers
- In collaboration with San Mateo Medical Center clinic staff, identify methods beyond the Immunization Registry to ensure that more child immunizations are completed
- Support staff refresher training on immunization

Maintain an Overall Customer Satisfaction Rating of at least 90%

- Sponsor staff training in best practices in working with families
- Increase opportunities for parent participation in program planning and implementation
- Launch an integrated electronic data system for FHS and ensure that staff are comfortable with the technology and competent in its use
- Ensure adherence to the Health Insurance Portability and Accountability Act (HIPAA)

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of customers served:					
- Field Nursing and Maternal, Child and Adolescent Health	2,017	2,057	1,900	1,800	1,800
- Prenatal to Three	3,645	3,714	3,500	3,500	3,500
- Women, Infants and Children	21,688	17,976	19,000	20,000	20,000
- California Children's Services	2,788	2,724	2,909	2,900	2,900
- Child Health and Disability Prevention	2,074	1,881	1,800	1,800	1,800
- Lead	82	102	78	78	78
- California Nutrition Network	13,152	27,411	22,028	22,000	22,000
Child and Senior Nutrition Services:					
- Number of customers served (unduplicated count)	1,262	1,267	1,300	1,250	1,250
- Number of meals served	415,764	434,503	430,000	430,000	430,000
Number of service contacts	334,575	365,105	280,000	280,000	280,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services as good or better	96%	98%	90%	90%	90%
Percent of customers receiving services in a timely manner	96%	95%	95%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of children served who are breastfed	2,327 / 77%	2,426 / 79%	2,710 / 79%	2,340 / 79%	2,340 / 79%
Healthy People 2010 breastfeeding goal	75%	75%	75%	75%	75%
Number and percent of low-income children up-to-date on immunizations at age two	316 / 71%	1,090 / 70%	1,100 / 71%	1,112 / 74%	1,123 / 76%
Healthy People 2010 immunization goal	80%	80%	80%	80%	80%

Family Health Services (6240B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	153.0	167.0	174.0	177.0	3.0	177.0
Funded FTE	140.1	155.0	162.4	165.2	2.8	165.2
Total Requirements	18,874,692	19,236,129	22,474,844	24,991,774	2,516,930	25,680,831
Total Sources	16,159,165	15,501,591	15,674,893	17,882,884	2,207,991	18,099,608
Net County Cost	2,715,527	3,734,538	6,799,951	7,108,890	308,939	7,581,223
NCC Breakdown						
Federal Grants Match			2,287,504	2,369,470	81,966	2,528,363
State Grants Match			2,579,900	2,672,343	92,443	2,851,546
Child Care Services MOE			1,592,549	1,649,612	57,063	1,760,233
Non-Mandated Services			339,998	417,465	77,467	441,081

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$7,108,890 or 28.5%, of which \$417,465 or 5.9% is discretionary.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; adjustments to Fund Balance based on FY 2006-07 year-end projections; and deletion of completed projects and reduction of terminated grant funding.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,004,834	2,151,837	63,344	0	210,347	0

2. Addition of Unclassified Community Program Specialist III

One Community Program Specialist III-U is being added to develop risk assessment tools for early identification of child abuse. This position, which was approved by the Board of Supervisors on February 27, 2007, is funded by a grant from the Lucile Packard Foundation.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
100,833	100,833	0	0	0	1

3. Addition of System Support Specialist

Following joint review with the Information Services Department, one System Support Specialist is being added to assist with selection and implementation of a new information technology system, as well as support ongoing IT needs. Increased costs are offset by revenue from Medical Administrative Activities (MAA) and Target Case Management (TCM) programs, and claimings from Child Health and Disability

Prevention (CHDP) and California Children's Services (CCS); the remaining portion not offset by specific revenue sources will be absorbed within the Net County Cost target.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
49,960	99,919	0	0	49,959	1

4. Supplemental Funding for Preemie Project

One Public Health Nurse is being added to increase the capacity of California Children's Services (CCS) to medically manage high-risk infants. For the past six years, First 5 San Mateo County has funded Lucile Packard Children's Hospital to perform these services through the Preemie Project, but that funding source is now ending. CCS claiming will cover 40% of the increased cost for this position; the balance represents increased Net County Cost.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
43,524	108,809	0	0	65,285	1

5. Staffing Adjustments in Prenatal to Three Program

One vacant Public Health Nurse has been deleted and one Social Worker Supervisor has been added to address client substance abuse issues in the Prenatal to Three program.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(16,652)	0	0	(16,652)	0

6. Staffing Adjustments in CHDP and CCS

Staffing adjustments support meeting performance targets by addressing operational requirements. One vacant Medical Office Assistant II is being deleted from CHDP and added as a Medical Office Specialist within CCS to more accurately address current staffing needs. The minor cost increase will be absorbed within CCS administrative claiming.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,840	8,840	0	0	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,207,991	2,453,586	63,344	0	308,939	3

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased service charges per rate schedules; and revenue adjustments related to increased costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
216,724	689,057	0	0	472,333	0

Family Health Services (6240B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	11,048,680	10,269,030	10,149,970	10,941,525	791,555	11,071,559
Charges for Services	2,409,314	2,371,739	2,963,333	3,133,293	169,960	3,219,983
Miscellaneous Revenue	2,661,181	2,820,831	2,520,682	2,534,329	13,647	2,534,329
Total Revenue	16,119,174	15,461,600	15,633,985	16,609,147	975,162	16,825,871
Fund Balance	39,991	39,991	40,908	1,273,737	1,232,829	1,273,737
TOTAL SOURCES	16,159,165	15,501,591	15,674,893	17,882,884	2,207,991	18,099,608
REQUIREMENTS						
Salaries and Benefits	14,092,521	15,056,408	17,045,953	18,658,218	1,612,265	19,347,156
Services and Supplies	3,749,901	3,209,642	4,364,356	4,163,000	(201,356)	4,163,000
Other Charges	1,225,107	1,257,040	1,422,944	2,465,621	1,042,677	2,465,740
Gross Appropriations	19,067,529	19,523,091	22,833,253	25,286,839	2,453,586	25,975,896
Intrafund Transfers	(232,828)	(326,953)	(398,400)	(335,056)	63,344	(335,056)
Net Appropriations	18,834,701	19,196,138	22,434,853	24,951,783	2,516,930	25,640,840
Contingencies/Dept Reserves	39,991	39,991	39,991	39,991		39,991
TOTAL REQUIREMENTS	18,874,692	19,236,129	22,474,844	24,991,774	2,516,930	25,680,831
NET COUNTY COST	2,715,527	3,734,538	6,799,951	7,108,890	308,939	7,581,223
AUTHORIZED POSITIONS						
Salary Resolution	153.0	167.0	174.0	177.0	3.0	177.0
Funded FTE	140.1	155.0	162.4	165.2	2.8	165.2

Correctional Services (6300B)

Program Locator

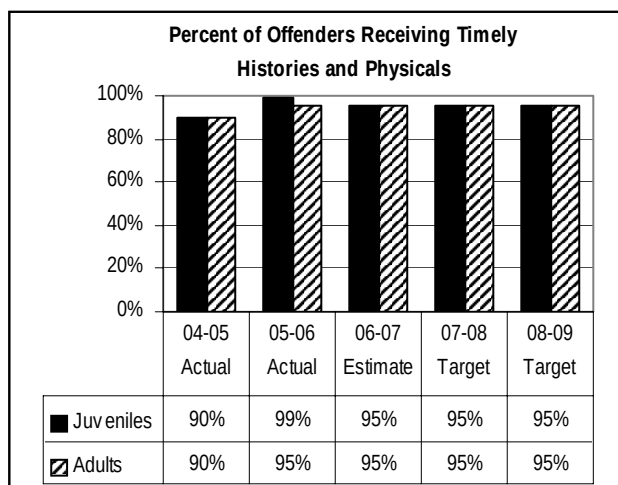
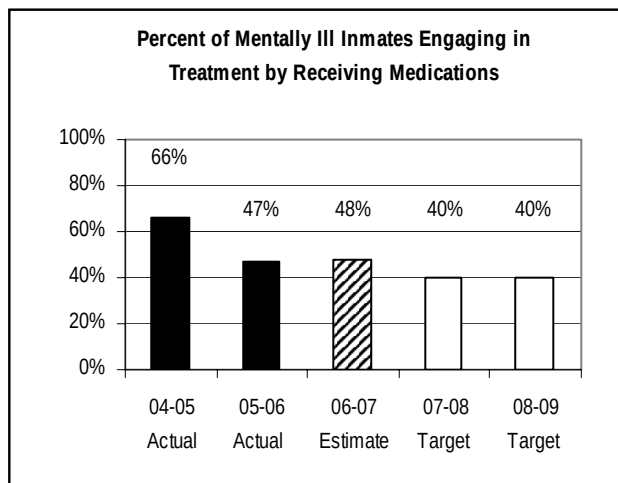
County

Health

Health Department

▷ **Correctional Services**

Headline Measures



Program Outcome Statement

Correctional Services provides comprehensive and timely physical health, mental health, and chemical dependency treatment services, as well as quality, customer-oriented meals and nutrition services to the incarcerated population of San Mateo County in order to improve the health and well-being of detainees and contribute to the health and safety of the community as a whole.

Services and Accomplishments

Correctional Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing services to residents of the correctional facilities including: physical health, which begins with an initial health assessment including screenings for communicable and chronic diseases and mental illness; mental health services including evaluation, treatment, and crisis intervention services; and chemical dependency treatment services. Additionally, meal planning and service, and nutritional services and counseling are provided. Services for adults are provided at Maguire Correctional Facility, the Women's Correctional Center (WCC), and the Medium Security Transition Facility (MSTF). Services for juveniles are provided at the new Youth Services Center (YSC), Margaret J. Kemp Camp Girls, and Camp Glenwood.

The Lifeskills program provides seriously mentally ill inmates with subacute day treatment services. The participants are also connected to resources in Mental Health Services to ensure an opportunity to continue treatment following release from custody.

The Choices program, which provides intensive chemical dependency treatment in a therapeutic community, has been very successful in reducing the rate of recidivism among participants. A study revealed that females completing Choices were 2.7 times less likely to be arrested, convicted, or picked up for probation violations than those who dropped out of the program. Males completing the Choices program displayed a significant reduction in new felony and misdemeanor arrests compared to a matched control group of nonparticipants during a two-year follow-up recidivism study.

The following are major accomplishments in the current year:

- Maintained accreditation by the Institute of Medical Quality (IMQ) since 1998 in the adult detention facility—services beyond State Title 15 requirements—distinguishing San Mateo County as one of the best correctional health programs in California
- Expanded the Choices program from 96 to 192 beds in order to coordinate and improve services to inmates and reduce recidivism rates
- Continued monitoring and improving communication tools to inform involved County departments of problematic medical and mental health issues in order to contain costs and improve treatment
- Planned and implemented move of medical and dental services from Hillcrest to the new YSC
- Transitioned food services unit from Hillcrest to the new YSC and implemented new meal delivery systems for youth housed in YSC and the new Girls Camp
- Created new system of portion control at YSC along with menu changes incorporating additional fruits, vegetables, and whole grains in order to address obesity problems

Story Behind Performance

The number of total inmates in adult correctional facilities has continued to rise, increasing the demand for healthcare. To meet rising service needs, two nurses were added in FY 2006-07 to increase the nursing hours from 12 to 16 per day at the Women's Correctional Center. Rising inmate populations are also a concern over future years, as the Governor's Proposed Budget shifts the responsibility to county jails for housing hundreds of nonviolent convicts for up to three years. Since the County must provide all necessary health, mental health, and dental care to those within the County jails, this proposal would increase Correctional Services' health costs because of the tremendous increase in the number of inmates that would result. There would also be significant cost increases associated with greater volume of lab tests, monitoring, and treatment that would result from longer sentences.

The number of seriously mentally ill inmates also continues to increase, making the Maguire facility the largest housing resource in the county for the seriously mentally ill. This situation in turn drives up the cost of providing services due to the cost of medications and the increased intensity of services required. In addition, the majority of services provided are not reimbursable by health insurance or other state and federal funding.

The mentally ill are protected by law from involuntary treatment except for the rare patients who meet strict criteria as "gravely disabled" pursuant to the Lanterman Petris Short Act (LPS). A major goal of working with this population in the correctional facilities is to engage them in voluntary treatment that will continue when they are released. Acute mental health services are provided through a contract for two beds at the Santa Clara County Jail's acute mental healthcare unit. Headline Measure 1 indicates that 48% of mentally ill inmates are currently engaging in treatment by receiving medications; the target is to maintain a minimum of 40% over the next two years.

Completing medical histories and health screenings in a timely manner as shown in Headline Measure 2—within 96 hours of incarceration for juveniles and by the 14th day of incarceration for adults—is a cornerstone of the Correctional Services health programs. In FY 2006-07, the rates achieved were 95% for both juveniles and adults. From this initial assessment, a plan of care is initiated that includes consideration of all aspects of the patient's health-related needs as well as health concerns of the institution, ensuring that inmates with current and ongoing health issues are followed by the appropriate program staff.

One major goal of Correctional Food Services is to promote healthy eating habits and positively impact chronic disease through nutrition-related prevention. The increasing incidence of nutrition-related health problems, including diabetes and obesity, has resulted in more dietitian time required in County institutional facilities. Early intervention is provided in the form of nutrition education and consultation aimed at reducing chronic disease among inmates and juveniles. An important performance measure is the number of customers provided with nutritional education and/or consultations; 680 customers are expected to be served each of the next two years

as more inmates and young people enter County facilities with complex health issues that include nutritional needs. To this end, meals at the YSC are now served using portion-controlled trays as opposed to family style. Efforts have been made to redesign the menu to include more produce and whole grains. Staff will be working with juveniles at the facility, as well as Probation staff, to educate them about nutrition.

A second goal is to provide food services in a cost-effective manner. With the completion of the new YSC campus, staff transitioned to a new state of the art food preparation facility that centralizes meal services for more cost-effective meal delivery. Planning continues for implementation of an automated food service management system to improve inventory and purchasing processes and maximize efficiency.

Major challenges over the next two years will be:

- To maintain Institute of Medical Quality (IMQ) accreditation within current budget constraints
- To continue to manage hospital days and medical costs, including an increasing number of chronically ill and aging patients, within current nursing staff levels in the adult facilities
- To engage in treatment and connect fragile and at-risk populations—the neurologically, physically, and medically impaired, mentally ill, developmentally disabled, and chemically dependent—to community resources
- To recruit and retain adequate nursing staff given the growing nationwide nursing shortage
- To continue developing cost-effective and appealing menu choices amidst rising food, supply, and fuel costs
- To continue education efforts with Probation staff regarding healthy food choices
- To work with Sheriff's Office and County Manager's Office staff on the beginning phases of a new Women's Correctional Facility
- To manage costs despite the rising inmate population, especially given the Governor's Proposed Budget and proposed longer inmate stays in county facilities

Program Objectives

Correctional Services will meet performance targets by doing the following:

Perform 95% of Juvenile and 95% of Adult Histories and Physicals in a Timely Manner

- Complete juvenile exams within 96 hours of incarceration
- Complete adult exams by the 14th day of incarceration

Maintain the Percentage of Mentally Ill Inmates Engaging in Treatment by Receiving Medications at a Minimum of 40%

- Increase efforts within the Lifeskills program to encourage acceptance of medications by mentally ill participants
- Increase efforts to engage mentally ill inmates in treatment

Maintain an 80% Completion Rate in the Choices Program

- Monitor completion rate and provide periodic feedback to counselors to maintain a 20% or lower turnover rate

Maintain Jail Accreditation

- Continue to meet the healthcare component of Title 15 standards at both facilities
- Continue to prepare the YSC for accreditation
- Develop methods of reducing time necessary to complete required tuberculosis assessments

Increase Community and Funding Support for Therapeutic Community, Jail-Based Programs

- Continue to invite correctional staff from other counties to visit the Choices program
- Continue to offer information and assistance to other counties interested in starting similar programs

Achieve an Overall Customer Satisfaction Rating in Food Services of at least 90%

- Research, test, and implement new recipes and food trends
- Improve communications with customers through periodic meetings
- Provide opportunities for regular customer feedback
- Retain qualified staff by providing ongoing training

Provide Nutritional Consultations and Education Services to 680 Customers

- Research and integrate current nutrition information into program services
- Research and identify nutrition services gaps in high-risk populations

Increase the Cost-Effectiveness of Food Services Operations

- Follow the competitive bidding process for food and supplies
- Provide budget monitoring reports to managers and supervisors
- Plan for implementation of automated food service management system to improve inventory and menu management

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of histories and physical screenings	19,155	21,119	19,650	19,700	19,800
Number of mentally ill inmates	1,685	1,935	1,500	1,700	1,800
Number of meals served:					
- Sheriff's Facilities	1,295,661	1,313,367	1,389,902	1,472,027	1,472,027
- Juvenile Probation Facilities	288,986	301,096	282,941	280,000	280,000
TOTAL	1,584,647	1,614,463	1,672,843	1,752,027	1,752,027
How Well We Do It (Quality)					
Percent of participants who complete the Choices Program	81%	85%	80%	80%	80%
Percent of food services customer survey respondents rating services good or better					
- Sheriff's Facilities	75%	63%	65%	90%	90%
- Juvenile Probation Facilities	52%	85%	85%	90%	90%
Is Anyone Better Off? (Outcome)					
Number and percent of mentally ill inmates engaging in treatment by receiving medications	779 / 66%	879 / 47%	725 / 48%	725 / 40%	725 / 40%
Percent of offenders receiving timely histories and physicals:					
- Juveniles (within 96 hours of incarceration)	90%	99%	99%	95%	95%
- Adults (by the 14 th day of incarceration)	90%	95%	95%	95%	95%
Number and percent of aggressive incidents in Choices Program compared to overall jail population:					
- Choices	0 / 0%	0 / 0%	0 / 0%	0 / 0%	0 / 0%
- Maguire Correctional Facility	387 / 3%	105 / 4%	300 / 2%	300 / 3%	300 / 3%
Number of customers provided with nutrition consultations	527	600	680	680	690

Correctional Services (6300B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	91.0	91.0	97.0	101.0	4.0	101.0
Funded FTE	83.6	82.8	90.2	96.0	5.8	96.0
Total Requirements	5,586,793	5,312,146	7,090,463	8,284,990	1,194,527	8,533,866
Total Sources	1,256,672	890,863	1,099,067	1,362,132	263,065	1,362,132
Net County Cost	4,330,121	4,421,283	5,991,396	6,922,858	931,462	7,171,734
NCC Breakdown						
Mandated Services			3,267,558	4,630,308	1,362,750	4,795,540
Non-Mandated Services			2,723,838	2,292,550	(431,288)	2,376,194

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$6,922,858 or 83.6%. Of this amount, 66% is for Mandatory Services with no specified maintenance-of-effort requirement (MOE) requirements.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; increases in contract expenses, medical supplies, food costs, and internal service charges; deletion of prior one-time equipment purchases; adjustments to Fund Balance and Reserves based on FY 2006-07 year-end projections; minor adjustments to Realignment and miscellaneous other revenues; and increased reimbursement (Intrafund Transfers) from the Sheriff's Office and Probation Department for Correctional Food Services cost increases.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
263,065	822,041	(225,306)	248,304	581,974	0

2. Additional Staffing for Increased Jail Population

One Medical Services Assistant II and two part-time Staff Nurses are being added to provide direct medical services for inmates at the Maguire facility in response to growing workload generated by the increasing jail population.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	200,000	0	0	200,000	3

3. Staffing Adjustments

Staffing adjustments support meeting performance objectives by addressing operational requirements. One vacant Supervising Mental Health Clinician-E is being deleted and one Program Services Manager I added to provide increased leadership in the Choices Program. One vacant Medical Office Assistant II is being deleted and one Administrative Assistant I added to provide a higher level of administrative support for the

Division. One vacant Cook II is being deleted and one Supervising Cook-E added to provide supervision of food services at the Youth Services Center. Two Staff Nurses are moved from YSC to Maguire to reflect their correct organizational assignment.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	42,959	0	0	42,959	0

4. Addition of Clinical Services Manager for Succession Planning

One Clinical Services Manager I-MH is being added in Correctional Mental Health Services for succession planning purposes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	106,529	0	0	106,529	1

5. One-Time Projects

Reserves and additional Fund Balance, generated primarily through salary savings, are being appropriated for the following one-time projects to meet performance targets: purchase of a computerized radiography system to replace the x-ray developer at Maguire and produce digitized x-ray images; additional Information Services Department support hours to meet the Division's needs for increased technical support; and remodeling of the Mental Health clinician office suite to replace worn out equipment and furniture and accommodate program expansion.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	340,304	0	(340,304)	0	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
263,065	1,511,833	(225,306)	(92,000)	931,462	4

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and increased reimbursement (Intrafund Transfers) from the Sheriff's Office and Probation Department for Correctional Food Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	356,043	(107,167)	0	248,876	0

Correctional Services (6300B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	376,435	350,714	357,327	367,544	10,217	367,544
Charges for Services	1,477	1,252	429	750	321	750
Interfund Revenue	375,726	386,996	386,996	406,348	19,352	406,348
Miscellaneous Revenue	87,675	53,853	39,302	24,173	(15,129)	24,173
Total Revenue	841,313	792,815	784,054	798,815	14,761	798,815
Fund Balance	415,359	98,048	315,013	563,317	248,304	563,317
TOTAL SOURCES	1,256,672	890,863	1,099,067	1,362,132	263,065	1,362,132
REQUIREMENTS						
Salaries and Benefits	7,943,208	8,399,601	10,177,066	11,128,494	951,428	11,484,537
Services and Supplies	4,628,556	4,797,617	5,599,047	6,060,195	461,148	6,060,195
Other Charges	476,061	505,570	515,056	654,078	139,022	654,078
Fixed Assets			84,765	45,000	(39,765)	45,000
Gross Appropriations	13,047,825	13,702,788	16,375,934	17,887,767	1,511,833	18,243,810
Intrafund Transfers	(7,461,031)	(8,390,642)	(9,377,471)	(9,602,777)	(225,306)	(9,709,944)
Net Appropriations	5,586,793	5,312,146	6,998,463	8,284,990	1,286,527	8,533,866
Contingencies/Dept Reserves			92,000		(92,000)	
TOTAL REQUIREMENTS	5,586,793	5,312,146	7,090,463	8,284,990	1,194,527	8,533,866
NET COUNTY COST	4,330,121	4,421,283	5,991,396	6,922,858	931,462	7,171,734
AUTHORIZED POSITIONS						
Salary Resolution	91.0	91.0	97.0	101.0	4.0	101.0
Funded FTE	83.6	82.8	90.2	96.0	5.8	96.0

Agricultural Commissioner/Sealer (6500B)

Program Locator

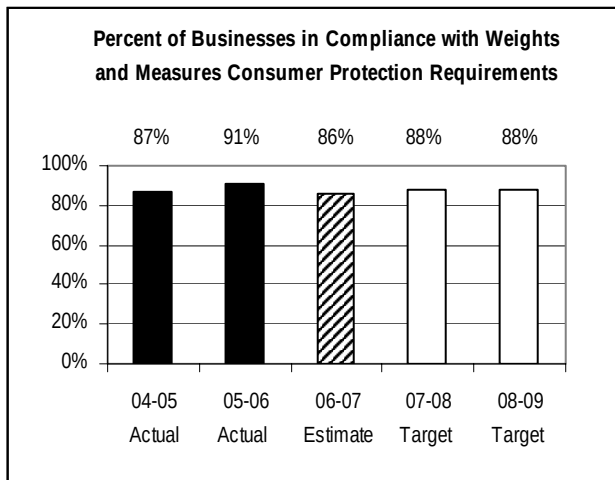
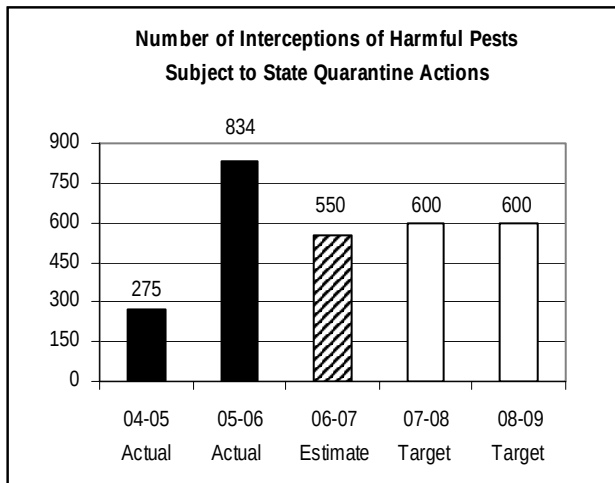
County

Health

Health Department

▷ **Agriculture Commissioner/Sealer**

Headline Measures



Program Outcome Statement

The Agricultural Commissioner/Sealer Division protects California's agricultural industry, wildlife, natural resources, and the health and safety of county residents and workers by: (1) preventing the introduction, establishment, or spread of harmful exotic insects, weeds, and plant diseases and by promoting the safe use of pesticides; and (2) ensuring equity in the marketplace and fostering consumer confidence through regulatory oversight of businesses with retail price scanner systems and commercial weighing and measuring devices (e.g., gas pumps and scales) and ensuring pest cleanliness of nursery plants, quality of fresh fruits and vegetables, and the integrity of organic produce and certified sellers at local farmers' markets.

Services and Accomplishments

The Agricultural Commissioner/Sealer Division primarily contributes to the goals of the Shared Vision 2010 commitment to Preserve and Provide People Access to Our Natural Environment and to Ensure Basic Health and Safety For All through the Pest Prevention and Pesticide Regulation programs and by providing a variety of agricultural and weights/measures regulatory inspection services performed under the direction of the California Department of Food and Agriculture (CDFA) and the California Department of Pesticide Regulation (CDPR). State mandates and contract workplans establish program priorities and determine the annual allocation of staff resources for pest exclusion inspections at the San Francisco International Airport (SFO), truck shipments to nurseries, as well as countywide pest detection insect trapping. Division Biologists also perform inspections to certify agricultural commodities for export to 30 other states and foreign countries. Pesticide Regulation activities focus on worker safety, protection of endangered species, monitoring of pesticide applications at sensitive sites, water quality/watershed protection issues, and continuing education programs for growers.

Regulatory activities that foster consumer protection include daily inspections at the Golden Gate Produce Terminal in South San Francisco to ensure the sale of high quality fruits and vegetables and compliance with container labeling requirements, inspections at wholesale nurseries to ensure that nursery stock meets State standards for pest cleanliness, and inspections at certified farmers' markets to verify that vendors are "certified" farmers selling only agricultural products produced on their own farms. In the weights and measures programs, businesses are inspected to check the accuracy of various types of commercial scales and meters such as gasoline pumps. Audits are performed at retail establishments to verify the accuracy of price scanner systems. The Division responds to consumer complaints received directly from consumers or through referrals from the District Attorney's Office or the State Division of Measurement Services. The Division may issue violation notices or levy administrative fines to ensure compliance.

The publication of annual crop production statistics in the *San Mateo County Agricultural Crop Report* promotes the local agricultural industry.

The following were major accomplishments in the prior year:

- Secured additional State funding for High Risk Pest Exclusion agricultural shipment inspections at SFO and coastsides nurseries
- Coordinated staff assignments to facilitate an expanded food safety and quality inspection program at Golden Gate Produce Terminal
- Implemented Pesticide Enforcement Response Policy regulations to strengthen program compliance
- Developed a successful grant application that will fund future San Mateo County Weed Management Area projects designed to eradicate invasive weeds and restore native plants
- Expanded the annual *Agricultural Crop Report* to include information for consumers on locations to purchase locally grown fresh produce, flowers, and fish
- Initiated a new public relations/marketing contract with San Mateo County Farm Bureau to promote San Mateo County agriculture and the health benefits of locally grown agricultural products

Story Behind Performance

Under the San Mateo County Organizational Review approved by the Board of Supervisors in September 2006, the Agricultural Commissioner/Sealer Division was transferred to the Health Department. Division administrative staff worked with Health Department Administration to facilitate the transition.

The California Department of Food and Agriculture (CDFA) restored a portion of High Risk Pest Exclusion (HRPE) contract funding for the second consecutive year. The expansion of staff time expended on pest prevention inspections resulted in increases in the percentage of shipments that were issued rejection notices documenting State quarantine regulation violations, and the number of interceptions of harmful pests. Plant or produce shipments with harmful pests that are subject to State quarantine action must be disposed of or treated to destroy or remove the pest. The Division receives State funding to fight the spread of the Glassy-winged Sharpshooter and Pierce's Disease, which threaten California's grape industry. Activities include the placement and servicing of insect traps and agricultural inspections at retail and wholesale nurseries receiving plant shipments. San Mateo County is one of several Bay Area counties infested with Sudden Oak Death (SOD) and receives State funding for SOD regulatory activities.

Agricultural pesticide users and pest control businesses are required to submit reports of pesticide use and are required to obtain an annual permit to use certain restricted pesticides. The Division will be upgrading the Restricted Material Permit and pesticide use reporting computer software to integrate Geographic Information System (GIS) capacity to track pesticide use relative to sensitive sites, endangered species, salmonid streams, and other emerging

regulatory and environmental protection issues. State law gives County Agricultural Commissioners the authority to levy administrative civil penalties for violations of pesticide laws and regulations. A new statewide Enforcement Response Policy was placed into regulation in December 2006. The Division levied 16 administrative civil penalties during FY 2005-06. The Division continued to sponsor continuing education sessions for growers and other certified pesticide users and held a pesticide safety training session for agricultural field workers. The California Healthy Schools Act restricts the use of certain pesticides on public school property, encourages the adoption of integrated pest management, and mandates certain notification and record keeping requirements. The Division contacted San Mateo County school districts to ensure they had information on these pesticide use requirements.

The Board of Supervisors approved a new annual device registration fee schedule for the 2006 and 2007 calendar years. These fees are used by counties to fund consumer protection regulatory programs involving the testing and inspection of commercially-used weighing and measuring devices. Gasoline dispensers, retail scales, taximeters, vehicle scales, and other devices are inspected for accuracy and "sealed" to ensure equity in the market place.

The Division continued its practice of providing cross-training opportunities for Biologist/Standards Specialists whose work experience has been largely in agricultural inspection, giving the Division more flexibility in assigning work and completing required inspections.

The Division received State funds for fruit and vegetable inspections at the Golden Gate Produce Terminal beginning in July 2006. This terminal is the largest wholesale produce market in northern California. Inspections ensure that labels on wholesale containers of fresh fruits and vegetables include the information required for trace-back investigations involving a food-borne pathogen or contaminant. As anticipated, state legislation was enacted in Spring 2007 to provide County Agricultural Commissioners the authority to levy civil penalties for fruit and vegetable quality and labeling violations.

Customer satisfaction remains high. The Division distributed over 1,200 surveys, with an estimated 98% of survey respondents rating services as good or better.

Major challenges over the next two years will be:

- To ensure that staff receive adequate training and remain current on emerging pest threats, integrated pest management (IPM), new pesticide regulations, and procedures for administrative penalty case preparation and hearings
- To develop additional outreach methods for increasing consumer awareness of the Division's services and how to submit a consumer complaint or question
- To effectively implement administrative civil penalties for produce labeling and quality violations
- To administer the State grant for San Mateo County Weed Management Area projects for eradication of exotic weeds and restoration of native plants

Program Objectives

Ensure that 97% Percent of Agricultural and Pest Control Businesses are in Compliance with all Pesticide Regulatory Requirements

- Upgrade Division's restricted material pesticide permit program, implement electronic pesticide use reporting, and initiate the use of GIS for pesticide regulatory data
- Train additional Biologists in IPM and pesticide regulatory work to increase the number of staff able to respond to industry and homeowner requests for information

Intercept 600 Harmful Pests Subject to State Quarantine Actions

- Continue SOD and Glassy-winged Sharpshooter/Pierce's Disease public presentations
- Evaluate website for possible further expansion of information on pest detection program, SOD, Glassy-winged Sharpshooter/Pierce's Disease, and invasive weeds
- Arrange for pest identification training sessions from State agency experts or experienced staff

Ensure that 88% of Businesses are in Compliance with Weights and Measures Consumer Protection Requirements

- Expand cross training of Biologist/Standards Specialists in price scanner inspections
- Train additional staff in small scale and petroleum inspections, water meter testing procedures, and other device inspections to promote more efficient use of employee time across all programs

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of pesticide inspections (including applications monitored, field worker inspections, training, and business record audits)	652	608	640	640	1
Number of agricultural plant product shipments inspected	23,927	19,676	18,000	19,000	19,000
Number of business locations inspected for accuracy of weighing and measuring devices or for price scanner audits	2,721	2,837	2,600	2,600	2,600
How Well We Do It (Quality)					
Percent of agricultural plant product shipments rejected for violations of quarantine regulations	2%	3%	3%	3%	3%
Percent of business locations inspected for weights and measures requirements versus annual goals	100%	100%	94%	97%	97%
Is Anyone Better Off? (Outcome)					
Number and percent of agricultural and pest control businesses in compliance with all pesticide regulatory requirements	505 / 97%	515 / 98%	460 / 96%	475 / 97%	475 / 97%
Number of interceptions of harmful pests subject to State quarantine actions	275	834	550	600	600
Number and percent of businesses in compliance with weights and measures consumer protection requirements	1,636 / 87%	1,600 / 91%	1,600 / 86%	1,600 / 88%	1,600 / 88%

Agricultural Commissioner/Sealer (6500B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	28.0	28.0	31.0	31.0		31.0
Funded FTE	26.4	26.4	27.9	28.7	0.8	28.7
Total Requirements	2,927,860	3,267,449	3,524,213	3,766,629	242,416	3,881,875
Total Sources	2,343,412	2,533,963	2,668,932	2,664,024	(4,908)	2,664,024
Net County Cost	584,448	733,485	855,281	1,102,605	247,324	1,217,851
NCC Breakdown						
High Risk Pest Exclusion MOE			132,000	132,000		132,000
Weights & Measures MOE			124,926	81,590	(43,336)	90,810
Agricultural-Mandated			43,988	62,231	18,243	69,653
Weights & Measures-Mandated			7,038	8,890	1,852	9,950
Mandated Services			547,329	817,894	270,565	915,438

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$1,102,605 or 29.6%, of which \$889,015 or 80.6% is discretionary. This discretionary amount includes Mandated Services currently provided with no maintenance-of-effort or local match requirements, and Discretionary Services that include pest prevention services and inspections, pesticide regulatory activities, and agricultural and weights and measures consumer protection inspections. However, each dollar reduction in agricultural NCC expenditures will result in a corresponding reduction in unclaimed State gas tax subvention.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; decrease in State contract revenue; elimination of Intrafund Transfers; adjustments to Fund Balance based on FY 2006-07 year-end projections; and reductions in operating costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(82,808)	(710,474)	972,637	0	344,971	0

2. Increase in Weights and Measures Fees

Implementation of new fee schedules will provide full cost recovery for the device inspection program, increase the cost recovery for price scanner inspections, and allow the Division to maintain its current level of inspection. Device Registration and Point-of-Sale System annual registration fees are used to fund consumer protection regulatory inspections involving the testing and inspection of commercially-used weighing and measuring devices and retail price scanner systems. These inspections support the achievement of performance targets for businesses inspected for devices and price scanner accuracy and businesses in compliance with weights and measures requirements.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
72,900	0	0	0	(72,900)	0

3. Staffing Adjustments for State High Risk Pest Exclusion (HRPE) Contract

Two vacant Biologist/Standards Specialist IV–U positions are being deleted and two Biologist/Standards Specialist II–U positions added. The adjustments are being made to more accurately reflect the actual costs and expected level of State contract revenue funding for these positions, which focus on ensuring thorough inspections of agricultural shipments at San Francisco International Airport (SFO) and Florida-origin nursery stock at wholesale nurseries. These inspections support the achievement of performance targets for agricultural plant product shipments rejected for violations of quarantine regulations and interceptions of harmful pests subject to State quarantine actions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(90,225)	0	0	(90,225)	0

4. Replacement of Agricultural Vehicles

Thirteen aging vehicles used for agricultural inspections are being replaced. These vehicles are integral to the Division's ability to perform mandated field inspections, meet contractual obligations, provide services to industry, and meet performance targets involving agricultural pest prevention and the enforcement of pesticide regulations. Motor vehicle annual replacement charges will be covered by revenue available from the increase in Device Registration fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	59,478	0	0	59,478	0

5. Upgrades for Pesticide Program Computer Equipment

Purchase of five PC tablets for the pesticide regulatory field staff supports achievement of performance targets and program priorities related to the pesticide regulatory program of agricultural operations and pest control businesses in compliance with pesticide regulations. This computer equipment upgrade will allow field staff to use State-funded software provided by the California Department of Pesticide Regulation that generates electronic pesticide regulatory inspection forms and creates an inspection record database, improving services to businesses that apply pesticides and resulting in more efficient use of staff time.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	11,000	0	0	11,000	0

6. Increase in User Fees for Agricultural Inspection Certification

Agricultural inspections of plant and produce shipments are performed by Division biologists at the request of growers and shippers, who pay a fee for this service. Inspection is required in order to certify the shipments for export to other states and countries. These user fees are being increased to provide full cost recovery for the inspections and allow services to industry to remain at current levels.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,000	0	0	0	(5,000)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(4,908)	(730,221)	972,637	0	247,324	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; and inclusion of merit increases.

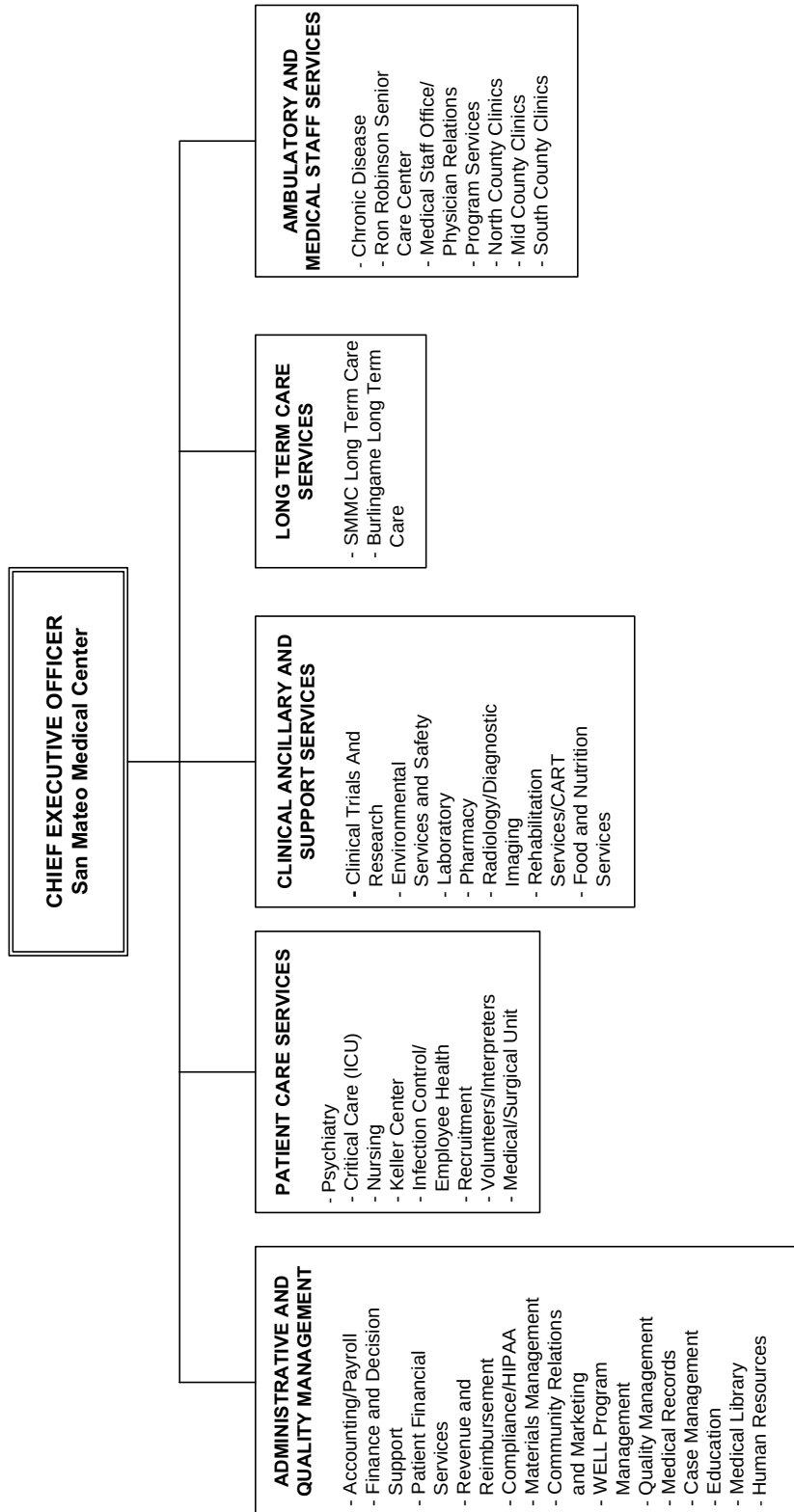
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	115,246	0	0	115,246	0

Agricultural Commissioner/Sealer (6500B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

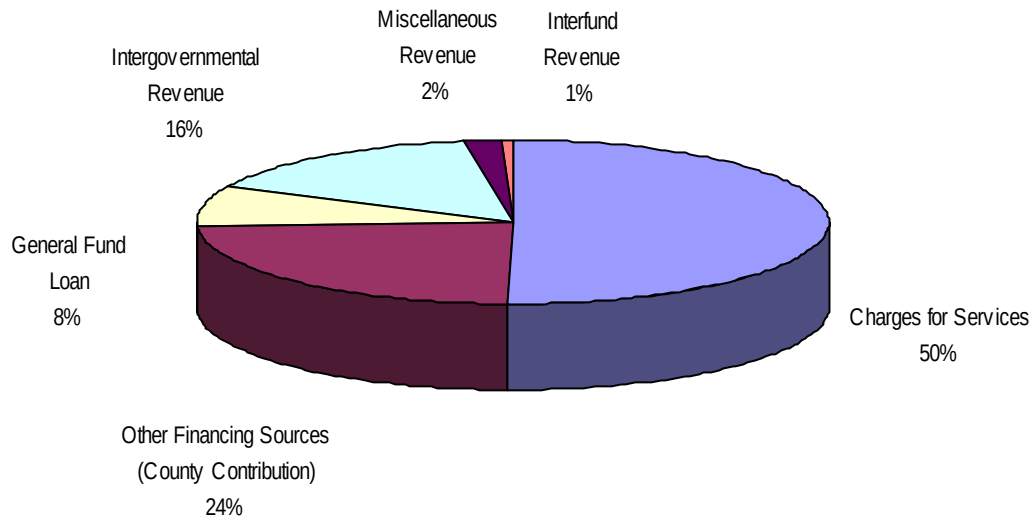
	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	286,554	359,337	399,000	471,900	72,900	471,900
Fines, Forfeitures and Penalties	12,483	29,988				
Intergovernmental Revenues	1,597,856	1,895,435	2,016,648	1,958,714	(57,934)	1,958,714
Charges for Services	160,318	150,958	171,700	176,700	5,000	176,700
Miscellaneous Revenue	1,909	20,244	200	200		200
Total Revenue	2,059,119	2,455,961	2,587,548	2,607,514	19,966	2,607,514
Fund Balance	284,293	78,002	81,384	56,510	(24,874)	56,510
TOTAL SOURCES	2,343,412	2,533,963	2,668,932	2,664,024	(4,908)	2,664,024
REQUIREMENTS						
Salaries and Benefits	2,589,870	2,731,910	2,947,373	3,145,805	198,432	3,261,051
Services and Supplies	800,987	935,227	1,103,383	90,758	(1,012,625)	90,758
Other Charges	252,954	405,920	409,911	493,883	83,972	493,883
Gross Appropriations	3,643,811	4,073,057	4,460,667	3,730,446	(730,221)	3,845,692
Intrafund Transfers	(752,134)	(841,791)	(972,637)		972,637	
Net Appropriations	2,891,677	3,231,266	3,488,030	3,730,446	242,416	3,845,692
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	2,927,860	3,267,449	3,524,213	3,766,629	242,416	3,881,875
NET COUNTY COST	584,448	733,485	855,281	1,102,605	247,324	1,217,851
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	31.0	31.0		31.0
Funded FTE	26.4	26.4	27.9	28.7	0.8	28.7

SAN MATEO MEDICAL CENTER

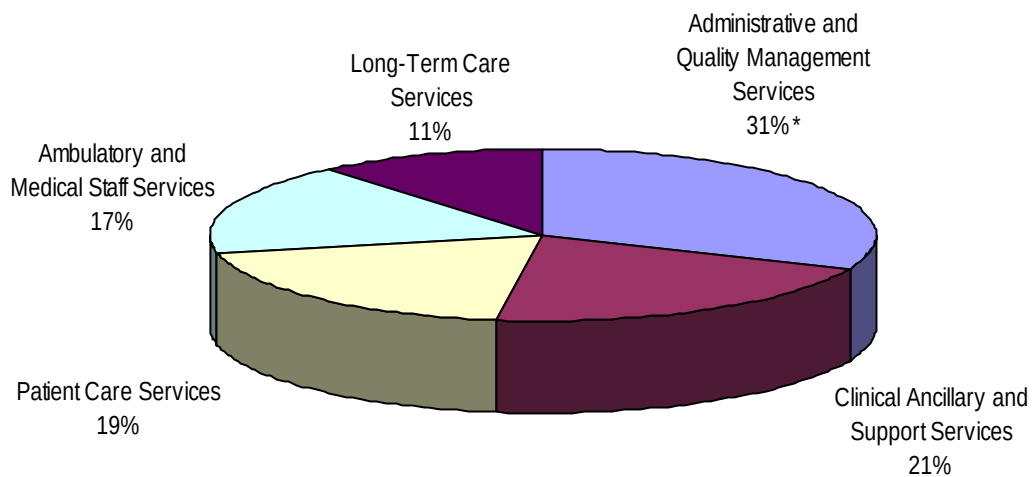


San Mateo Medical Center

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



*includes contribution from County General Fund

Department Locator

County

Health

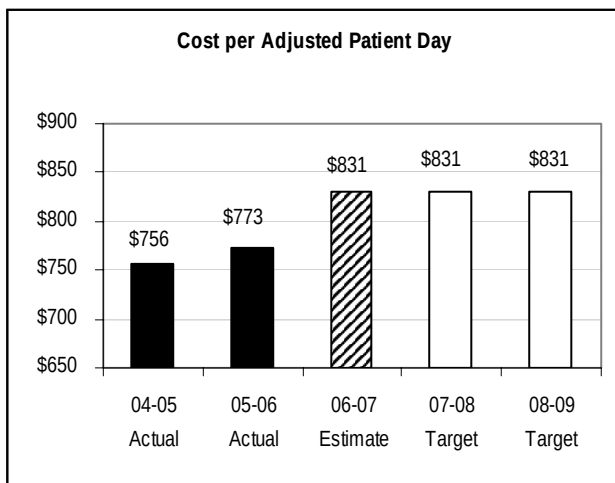
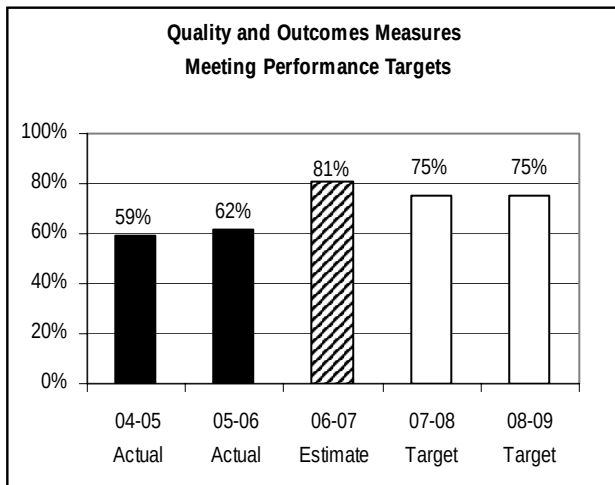
Health Department

► San Mateo Medical Center—Operating Budget

San Mateo Medical Center Capital Purchases

General Fund Contributions to Medical Center

Department Measures



Department Mission Statement

The mission of the San Mateo Medical Center (SMMC) is to open doors to excellence in healthcare. To live its mission, SMMC offers services to all residents of San Mateo County, regardless of ability to pay. SMMC serves the entire community and, by setting a standard of excellence, aspires to be the best public hospital and clinic system in California.



Contributions to Shared Vision 2010 (Fiscal Years 2000-2006)

PEOPLE

Ensure Basic Health and Safety for All

• **Serving Victims of Violent Crime**

In September 2001, the Medical Center opened the Keller Center for Family Violence Intervention to serve victims of violent crime not only immediately after the crime but also during the recovery period. Clinicians at the Keller Center perform comprehensive forensic examinations and collect legal evidence in a manner that is compassionate and culturally sensitive, while protecting the rights of the patient, seeing more than 400 victims each year and working closely with other agencies addressing domestic violence.

• **Access to Healthcare**

SMMC provides access to healthcare across the county, through a network of 11 community clinics. The clinics currently accommodate over 210,000 visits per year. Additionally, SMMC operates both an acute and psychiatric emergency department (ED). The acute ED has over 30,000 visits while the psychiatric ED has almost 3,000 visits each year. SMMC also provides general and acute inpatient psychiatric services. The medical/surgical, psychiatric, and intensive care units have an annual total of about 24,000 inpatient days. The surgery department also accommodates almost 2,400 surgeries annually.

- **Healthcare for Aging Population**

SMMC, the second largest distinct skilled nursing facility in the state, continues to improve the Burlingame Long-Term Care facility to ensure the availability of skilled nursing beds for residents in San Mateo County. The facility now maintains a census of about 250 patients per day and has been operated by the County since October 2003. The opening of the Ron Robinson Senior Care Center (RRSCC) has also provided increased healthcare access for the aging population. RRSCC accommodates approximately 8,800 visits per year.

PROSPERITY

Sow the Seeds of our Future Prosperity

- **Silicon Valley Workforce Initiative**

The Medical Center has partnered with local schools, hospitals, and other organizations through the Silicon Valley Workforce Initiative to increase nursing and other professional labor pools.

- **Serving as a Training Site**

The Medical Center strives to be an employer of choice, serving as a training site for nursing students, radiology students, psychiatric residents, and fellows in infectious disease.

PARTNERSHIPS

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- **Expansion of Service**

Through a partnership with University of the Pacific School of Dentistry, the Medical Center has expanded access to dental services for county residents. It has also partnered with Stanford Hospital on a National Institutes of Health grant to manage chronic disease. Together with the San Mateo County Health Department, SMMC has joined forces with Stanford University and the San Francisco Department of Public Health to innovate new approaches for the detection, prevention, and treatment of HIV/AIDS in the San Francisco Bay Area. SMMC has also partnered with distinguished organizations such as Kaiser Permanent, California Health Care Foundation, Safety Net Institute, and the California Association of Public Hospitals on a variety of clinical and quality improvements.

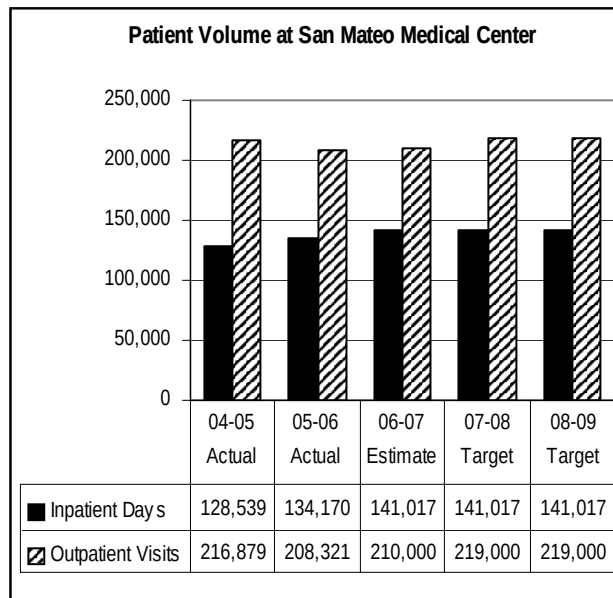
Responsive, Effective, and Collaborative Government

- **Providing Care to the Elderly and Homeless Populations**

As part of the Senior Care Collaborative to provide comprehensive services, the Medical Center has partnered with Mental Health and Aging and Adult Services to enhance mental health care for the elderly. The Medical Center has also partnered with the Human Services Agency, Shelter Network, and Samaritan House to place homeless patients in safe housing upon discharge.

- **Reducing Workplace Violence**

The Medical Center has partnered with the San Mateo Police Department, the Sheriff's Office and Health Department in a program to reduce workplace violence. San Mateo County has led by example in rolling out a countywide workplace violence prevention program.



Major Accomplishments in FY 2006-07

Ensure Basic Health and Safety For All

- Participated in the 100k Lives Campaign to implement evidence-based interventions that improve patient safety
- Continued improvements in quality through innovations in the emergency department information system and radiology transcription system
- Participated in the Integrated Nurse Leadership Program and implemented unit-based councils in pilot units to improve patient outcomes
- Became one of the first hospitals in the nation to implement video interpretation (Health Care Interpreter Network)
- Received leadership award for innovative use of donated cell phones to manage asthma
- Participated in the statewide emergency preparedness drills
- Partnered with Mariner's Medical Group to expand access for county residents

Responsive, Effective and Collaborative Government

- Continued partnership with the County Manager's Office to refine eligibility criteria for financial assistance programs
- Began implementation of programs to improve the revenue cycle
- Instituted customer service training for all employees
- Participated in a Blue Ribbon Task Force to provide comprehensive health care access and/or insurance to uninsured adults in the county

Major Issues to be Addressed

- **Increasing Healthcare Costs** - The Health Care Advisory Board has indicated that medical cost inflation has ranged from 9-12% between 2001 and 2004. This trend is expected to continue upward with pressures from workforce shortages, development of new technologies, and increasing drug costs.
- **Enhancement of Revenue Sources** - With the rising costs of healthcare, public hospitals must maximize their current revenue streams while also finding new sources. Business development is also critical to help identify revenue-generating services that are needed in the community. A challenge that public hospitals face is keeping current on the rapid changes in public policy and funding such as the ongoing redesign of Medi-Cal.
- **Rising Number of Uninsured and Underinsured** - According to the California Association of Public Hospitals, there are over 6.5 million uninsured people in California. As this number continues to grow, the strain on public and private hospitals will continue.

Key Department Initiatives

1. Service Line Expansion

Major Issues to be Addressed:

- There is a need for the County to not only expand the scope and reach of current services, but to also offer new services which would generate additional revenues.

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goals:

- Provide continuity of care through expanded services to patients
- Generate new revenue to help offset rising operational costs

Objectives:

- By Fall 2007, expand Ron Robinson Senior Care Center in order to serve more seniors in the Main Campus and establish a satellite at the Daly City Clinic
- By Fall 2007, expand night and weekend hours for scheduled and urgent care pediatric visits at Main Campus, Daly City, and South San Francisco clinics
- By June 2008, determine use for vacant ground floor space

Major Milestones:

- Complete staffing and recruitment plans for senior and pediatric care expansions (September 2007)
- Explore possible uses for vacant ground floor and prepare operational and financial assessment (June 2008)

Partners:

- Public Health
- Department of Public Works

FY 2007-08 Budget Impact:

The cost of the Ron Robinson Senior Care expansion is approximately \$545,876 which includes the addition of four positions. The cost of the pediatric clinic expansion is approximately \$937,016 which includes the addition of fifteen positions. The cost of implementing a new service line in the vacant ground floor space is still undetermined.

2. Revenue Cycle Improvement

Major Issues to be Addressed:

- SMMC strives to be a good steward of the County's resources while providing the maximum level of service to patients. Internal and external assessments indicate that there are opportunities to enhance cash collections and improve the financial standing of the Medical Center.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Improve patient access and billing through enhanced reporting, process redesign, and staff training
- Work with inpatient and outpatient departments to improve timeliness of gathering supporting documentation for billing

Objectives:

- Increase percentage of cash collection
- Reduce claim denials
- Reduce bad debt
- Reduce days and dollars in accounts receivable

Major Milestones:

- Partnering with the Healthcare Advisory Board to implement the Revenue Compass by September 2007
- Develop targets for each fiscal year

Partners:

- Revenue Services
- Patients/Payor Sources
- U.S. Post Office
- Healthcare Advisory Board

FY 2007-08 Budget Impact:

The cost of implementing this initiative is still undetermined. SMMC is committed to reaching these goals at a minimal cost by leveraging internal staff and developing effective reporting tools.

Other Significant Objectives by Program

The San Mateo Medical Center includes the following programs:

- Administrative and Quality Management Services
- Patient Care Services
- Clinical and Ancillary Support Services
- Long-Term Care Services
- Ambulatory and Medical Staff Services

The following program objectives contribute to department success (additional program-level objectives are included in individual Program Plans):

Administrative and Quality Management Services

- Continue patient safety initiatives
- Enhance regulatory readiness
- Increase the number of managed care contracts
- Improve internal controls in accounting
- Enhance the contracting process and systems

Patient Care Services

- Educate and maintain a culturally competent workforce
- Continue improving patient safety and clinical quality
- Continue technological enhancements

Clinical Ancillary and Support Services

- Maintain efforts in optimizing drug and supplies savings
- Continue technological enhancements in imaging and lab

Long-Term Care Services

- Increase average daily census through marketing efforts
- Optimize staffing to improve efficiency
- Continue to address facility needs of Burlingame Long-Term Care Center

Ambulatory and Medical Staff Services

- Monitor and report the percentage of patients being assigned a primary care provider
- Educate staff at all levels on the eligibility requirements of all available payor programs
- Continue efforts to decrease clinic wait times through continuous review of patient flow

San Mateo Medical Center (6600D)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	261	984	37,657	80	(37,577)	80
Use of Money and Property	3,458	2,636	5,000	811	(4,189)	811
Intergovernmental Revenues	32,952,522	51,607,362	15,758,050	35,739,504	19,981,454	35,739,504
Charges for Services	99,590,679	95,311,383	129,434,271	115,516,230	(13,918,041)	120,193,103
Interfund Revenue	1,835,943	6,779,689	14,337,923	18,843,876	4,505,953	18,843,876
Miscellaneous Revenue	2,732,819	3,498,856	3,586,725	4,861,596	1,274,871	4,861,596
Other Financing Sources	48,011,462	40,012,515	54,047,737	54,307,861	260,124	54,307,861
Total Revenue	185,127,144	197,213,425	217,207,363	229,269,958	12,062,595	233,946,831
Fund Balance	3,532					
TOTAL SOURCES	185,130,676	197,213,425	217,207,363	229,269,958	12,062,595	233,946,831
REQUIREMENTS						
Salaries and Benefits	103,894,550	112,119,182	128,142,839	135,120,964	6,978,125	139,664,394
Services and Supplies	51,723,991	54,474,817	51,910,607	54,012,414	2,101,807	54,145,016
Other Charges	19,895,494	20,751,263	27,163,755	30,112,916	2,949,161	30,113,757
Other Financing Uses	9,616,641	9,868,163	9,990,162	10,023,664	33,502	10,023,664
Gross Appropriations	185,130,676	197,213,424	217,207,363	229,269,958	12,062,595	233,946,831
AUTHORIZED POSITIONS						
Salary Resolution	1,222.0	1,306.0	1,313.0	1,305.0	(8.0)	1,305.0
Funded FTE	1,100.0	1,148.9	1,173.0	1,173.8	0.8	1,173.8

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$12,062,595 or 5.6% from FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Taxes

There is a decrease of \$37,577 in this funding source to align budgets with actual collections.

Uses of Money and Property

There is a decrease of \$4,189 in this funding source to reflect the actual net revenue from service machine concessions.

Intergovernmental Revenues

There is an increase of \$19,981,454 in this funding source. The majority of the increase is a shift of Medi-Cal funds from Charges for Services to Intergovernmental Revenues to align the budget to where actual funds are accounted for. There is also a decrease in grants to account for one-time awards and an increase in funding for other state aid and supplemental payments.

Charges for Services

There is a decrease of \$13,918,041 in this funding source due to a shift of Medi-Cal funds to Intergovernmental Revenues. This is partially offset by increased revenue from higher patient volume and the annual charge master increase.

Interfund Revenue

There is an increase of \$4,505,953 in this funding source due to a \$5,629,760 increase in loans from the General Fund. This is partially offset by a decrease in revenue to align the budget to actual revenue experience.

Miscellaneous Revenue

There is an increase of \$1,274,871 in this funding source. The majority of this change is due to the Sequoia Healthcare District grant. There are offsetting decreases in SDI payments, grants, and food sales.

Other Financing Sources

There is an increase of \$260,124 in this funding source due to an increase in the Medical Center contribution to offset the elimination of the Half Cent Transportation funds, which will no longer be used to fund client transportation programs.

TOTAL REQUIREMENTS

Total Requirements increased by \$12,062,595 or 5.6% from FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a \$6,978,125 increase in this expenditure category due to negotiated labor and merit increases and the addition of 19 positions for the expansion of the pediatric clinic and Ron Robinson Senior Care Center. These increases are partially offset by the elimination of 23 positions in the Medical Center's long-term care unit, the creation of a nurse float pool, the elimination of vacant positions, and the downsizing of library services.

Services and Supplies

There is an increase of \$2,101,807 in this expenditure category due to an increase in contract professional services to reflect the increased cost and volume of physician services and hospital referrals. The remaining increases are due to inflation and increased use of supplies with significant increases in blood products and medical supplies.

Other Charges

There is an increase of \$2,949,161 in this expenditure category due to equipment depreciation, increases in departmental service charges, lease charges, and insurance.

Other Financing Uses

There is an increase of \$33,502 in this expenditure category due to an increase in debt service for the Medical Center facility.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources increased by \$4,676,873 or 2% from FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$4,676,873 in this funding source due to increased volume and charges.

TOTAL REQUIREMENTS

Total Requirements increased by \$4,676,873 or 2% from FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$4,543,430 in this expenditure category due to cost of living increases, step increases, and inflation of benefits expenses.

Services and Supplies

There is an increase of \$132,602 in this expenditure category due to inflation of supplies expense.

Other Charges

There is an increase of \$841 in this expenditure category due to inflation of contract security services.

Administrative and Quality Management Services (6601B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget

► Administrative and Quality Management Services

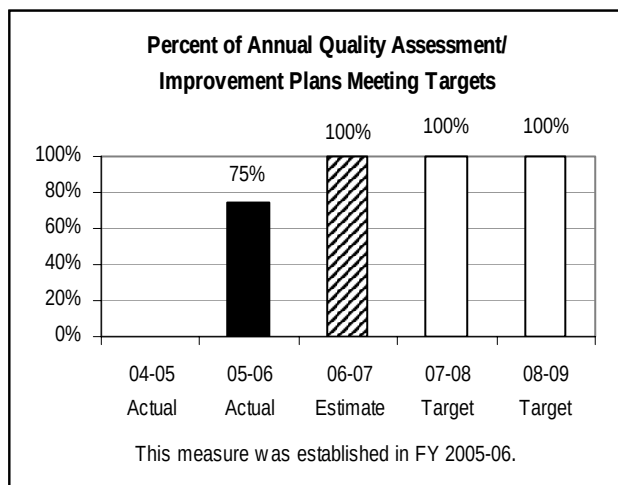
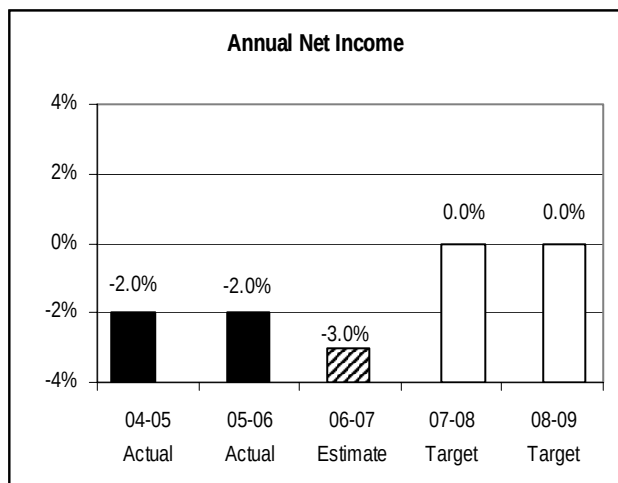
Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Administrative and Quality Management Services provides support to a wide range of external and internal customers including managers, employees, patients, and physicians by performing administrative, quality management, and financial activities.

Services and Accomplishments

Administrative and Quality Management Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing strategic planning, financial, business planning, and quality management services. Administrative and Financial staff assist in controlling expenses and maximizing reimbursements, monitoring and controlling the cost of providing indigent healthcare, implementing timely billing and collection processes, and helping to ensure the future viability of the Medical Center by maintaining a positive net income stream. Quality Management staff assist in achieving quality assurance and improvement goals by developing and monitoring annual Quality Assurance/Improvement Plans, encouraging cross-departmental performance improvement initiatives, coordinating regulatory standards compliance, organizing quality indicator reporting to national and local agencies, and providing case management, education, and information management support.

The following are major accomplishments in the current year:

- Began implementation of a revenue cycle management tool
- Continued enhancements in payor and provider contracts
- Continued refinement of eligibility policies for financial assistance programs
- Maintained a hospital-wide survey on patient safety
- Monitored 17 Annual Quality Assurance/Improvement Plans
- Implemented a Constant Regulatory Readiness process in advance of unannounced hospital regulatory surveys
- Participated in the 100K Lives Initiative, an initiative to implement evidence-based interventions that improve patient safety
- Participated in numerous local and national reporting initiatives

Story Behind Performance

Net income for the Medical Center is dependent on the ability to maximize intergovernmental and other outside funding, and minimize overall costs. In a financial environment where revenue increases are not keeping pace with rising costs, a break-even net income target is a desirable goal. SMMC is concentrating on balancing its payor mix between the cost of providing indigent and Medi-Cal- reimbursed healthcare and growing services that are funded by other payor sources. Much of the fiscal infrastructure has been improved over the last few years to facilitate negotiation of better provider and payor contracts, provide more timely financial information to management, and improve budgeting and productivity monitoring.

With continued increases in indigent healthcare costs and County contributions, SMMC Administration has implemented a full financial screening and verification process using a web-based system. The information compiled from this project will be used for the creation of a long-term financially viable business model for providing healthcare to the county's medically indigent.

Goal 5 of the SMMC Strategic Plan is to measurably improve the quality of care delivered. Quality Management has facilitated the development of 17 Annual Quality Improvement Plans that are being monitored for achievement of performance goals. These Quality Plans are updated annually and submitted for performance monitoring each quarter.

Major challenges over the next two years will be:

- To reduce indigent healthcare costs despite State budget proposals to decrease Medi-Cal funding and SMMC's inability to maximize SB 1255 supplemental funding due to its participation in a Medi-Cal managed care system with the Health Plan of San Mateo (HPSM)
- To fund new technology, facility projects, and strategic initiatives
- To manage the amount of bad debt write-offs associated with patients who do not have medical insurance
- To align hospital departmental quality plans with dashboard and OBM measures
- To incorporate quality expectations and measures in provider contracting
- To improve patients' positive experience scores
- To continue participation in local and national quality reporting initiatives

Program Objectives

Administrative and Quality Management Services will meet performance targets by doing the following:

Achieve Net Income Target of 0% (Break-Even)

- Implement improved reporting tools to stay within budgeted expense targets, including productivity monitoring and decision support systems
- Improve the daily recording of departmental charges
- Negotiate new, more favorable payor contracts
- Improve current reimbursement levels from state and federal payers
- Implement strategies to reduce claims denials
- Implement strategies to reduce bad debt receivables
- Continue efforts to improve accounts receivables

Maintain General Fund Contributions at the Current Level

- Document current indigent volume and costs, and set targets for future levels
- Develop and implement a memorandum of understanding (MOU) with the County for payment of indigent healthcare
- Provide indigent healthcare that is competitive with prevailing market rates

Ensure that Quality Plans Support Organizational Goals

- Assign Quality Management staff to work directly with SMMC divisions in the preparation of quarterly reports
- Align Quality Plans with organizational and County goals
- Develop organizational measure of effectiveness of departmental quality plans

Sustain a State of Constant Regulatory Readiness

- Expand Joint Commission on Accreditation of Healthcare Organizations (JCAHO) preparation plans for upcoming surveys
- Develop organizational measure of state of regulatory readiness

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of Quality Assessment/ Improvement Plans being monitored	14	15	17	17	17
How Well We Do It (Quality)					
Annual net income	-2%	-2%	-3%	0%	0%
Employee vacancy rate in Administrative and Quality Management Services	---	10.7%	9%	8.6%	8.6%
Percent of Quality Assessment/ Improvement Plans meeting targets	---	75%	100%	100%	100%
Is Anyone Better Off? (Outcome)					
Percent of success in achieving treatment goals ⁽¹⁾	---	93%	93%	90%	90%

⁽¹⁾ This measure is the overall percentage of success in achieving treatment goals in the following four clinical areas: congestive heart failure, pneumonia, heart attacks, and surgical infections.

Administrative and Quality Management Services (6601B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	181.0	193.0	193.0	190.0	(3.0)	190.0
Funded FTE	180.6	187.3	191.4	189.0	(2.4)	189.0
Total Requirements	56,143,143	58,763,417	69,506,433	72,031,008	2,524,575	72,780,639
Total Sources	(90,748,011)	(93,005,365)	(101,930,100)	(128,477,948)	(26,547,848)	(128,327,186)
Net County Cost	146,891,154	151,768,783	171,436,533	200,508,956	29,072,423	201,107,825

Program Net County Cost

There is a Net County Cost in this program because gross patient revenue (before contractual allowances and estimated writeoffs) is budgeted within individual program cost centers where services are rendered; contractual write-offs (reductions to gross revenue) by payor category are centrally budgeted in this program. The County's General Fund contributions to the San Mateo Medical Center are also centrally budgeted as revenue sources in this budget.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases, retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. These

appropriation increases will provide needed support for the clinical programs of the Medical Center. Reductions in revenue reflect the increased contractual allowances and write-offs that are subtracted from the increases in gross revenues budgeted in other program plans.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(31,376,189)	2,178,940	0	0	33,555,129	0

2. Budget Deficit Reductions

Budget reductions have been made to reduce the budget deficit. Most departments within the Medical Center have reduced requirements for supplies, purchased services, extra help, and general administrative expenses. One vacant Licensed Vocational Nurse (F020) position is being eliminated. There are offsetting increases most notably in contract provider fees.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	303,611	0	0	460,514	(1)

3. Adjustments to Total Revenue

Adjustments to revenue have been made to reflect additional contractual allowances for new patient revenue from increasing volume in both the outpatient and inpatient settings. The gross revenue offsets to these changes are in the operational program budgets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,401,419)	0	0	0	2,401,419	0

4. General Fund Loan

The Medical Center's existing operating revenues are insufficient to fund negotiated salary and benefit increases. The General Fund loan is being increased by \$5,629,760 to cover this deficit.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,629,760	0	0	0	(5,629,760)	0

5. Mariner Medical Center Lease

The Medical Center has expanded clinic access through services at the Mariner Medical Center. The new clinic will require lease payments and other operating costs. At this time the lease payments have been finalized.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	166,465	0	0	166,465	0

6. Closure of Unit 1B – Main Campus Long-Term Care Unit

The goal of the Unit 1B closure is to consolidate services with the Burlingame Long-Term Care Center. While most of the positions affected are in Program 6680 – Long-Term Care Services, there is one position under Program 6601B – Administration and Financial Services that will be affected. One social worker position will be eliminated.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(40,680)	0	0	(40,680)	(1)

7. Downsizing of Library Services

Although the Medical Library serves as a valuable resource, these services are being reduced given the budgetary challenges of the Medical Center. The development of online access of materials will minimize the impact of this reduction. The majority of budgetary savings will be through the elimination of a librarian position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(83,761)	0	0	(83,761)	(1)

8. Sequoia Health Care District Grant

The Sequoia Health Care District has provided the Medical Center with a \$3,200,000 for two years. The grant will be evenly split between FY2006-07 and FY2007-08. The grant was provided to help fund the care for SMMC patients that reside in the Sequoia Health Care District.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,600,000	0	0	0	(1,600,000)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(26,547,848)	2,524,575	0	0	29,072,423	(3)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

9. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs. Revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
150,762	749,631	0	0	598,869	0

Patient Care Services (6610B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services



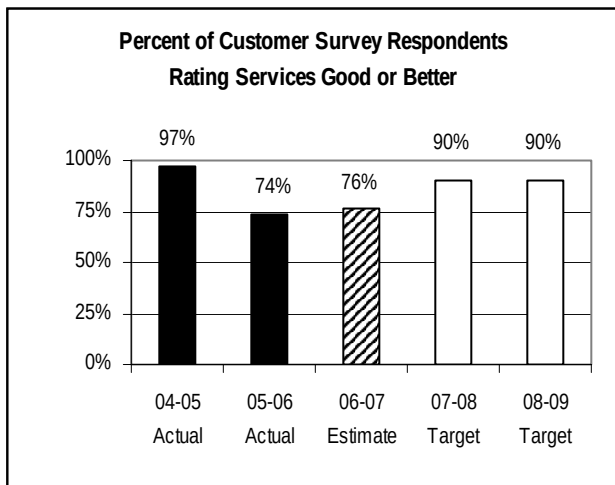
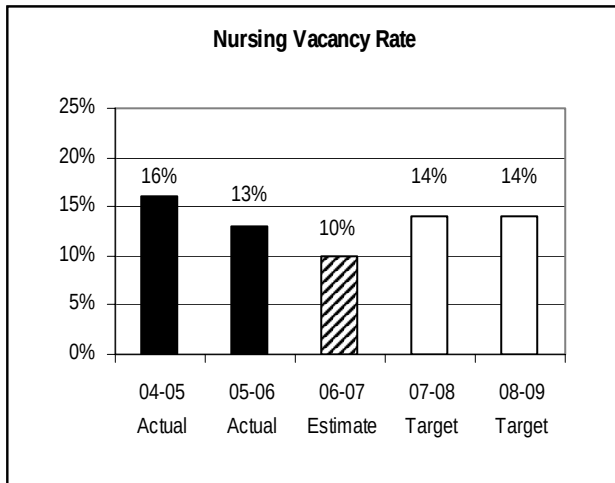
Patient Care Services

Clinical Ancillary and Support Services

Long-Term Care Services

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Patient Care Services provides all inpatient services at San Mateo Medical Center (SMMC) to promote patient health and well-being, and return patients to their homes or another level of care when their functionality allows this transition.

Services and Accomplishments

Patient Care Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing inpatient medical care for all San Mateo County residents, which includes the Intensive Care Unit (ICU), Medical/Surgical, Psychiatric, and Medical and Psychiatric Emergency Rooms. SMMC has a total licensed occupancy of 134 beds for inpatient services—93 Medical/Surgical beds, 34 Psychiatric beds, and 7 ICU beds. Contract physicians provide services for the Emergency Department (ED) and surgical specialties.

The following are major accomplishments in the current year:

- Maintained recruitment and retention plan focusing on hard-to-fill positions
- Continued efforts in enhancing cultural competence
- Continued participation in the Integrated Nurse Leadership Grant and maintained unit-based councils in pilot units to improve patient outcomes
- Working collaboratively with Mental Health, decreased the incidents of violence in the acute psychiatric unit and developed joint policies between departments
- Implemented the electronic medical record in the Emergency Department
- Participated in CALNOC (California Coalition for Nursing Outcomes) to improve quality in the nursing department

Story Behind Performance

Maintaining adequate nursing staff to meet patient care requirements is a key factor in optimizing the flow of patients through the Emergency Department or clinics into the inpatient units and thus minimizing the ED diversion rate, surgery cancellation, patient transfer, and quality of care issues. The new nurse recruiter has excelled in filling many open positions. Success has been achieved in meeting the requirements for nursing ratios and will continue to be a priority.

Patient satisfaction has previously been captured annually by the PEP-C (Patients' Evaluation of Performance in California) survey instrument in the medical/surgical unit. Monthly patient surveys will now be conducted by an outside vendor to provide more timely online accessible data, enabling staff to respond more quickly to patient evaluation results.

Major challenges over the next two years will be:

- To recruit and retain adequate nursing staff for compliance with State nursing ratio requirements, in spite of the general nursing

shortage and marketplace competition wherein private sector salary and benefit packages are commonly more attractive

- To educate and maintain a culturally competent workforce
- To control outside labor and premium pay costs in hard-to-fill positions
- To implement patient safety-friendly technologies such as the electronic Emergency Department record and the automated medication administration system

Program Objectives

Patient Care Services will meet performance targets by doing the following:

Maintain a Monthly Nursing Vacancy Rate of no more than 14%

- Conduct continuous recruitment, interviewing, hiring, and retention of nursing staff
- Continue targeted advertising and recruitment for hard-to-fill areas such as the Emergency Department and Operating Room (OR)
- Continue to utilize permanent placement registry
- Work with schools and workforce coalitions to increase the number of nursing school graduates

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Sustain compliance with State nursing ratio requirements
- Increase opening times of the third OR as workload necessitates
- Implement plans to improve patient flow through the Emergency Department and Units

Service Line Expansion

- Build a unit that addresses community needs while maximizing the financial return of the empty ground floor space
- Hire a high quality staff to serve our patients
- Enhance the continuum of care

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of inpatient days	23,534	23,856	26,920	24,217	24,217
Number of surgeries	2,147	2,316	2,316	2,292	2,292
How Well We Do It (Quality)					
Cost per inpatient day (data development)	---	---	---	---	---
Nursing vacancy rate	16%	13%	10%	14%	14%
Nursing turnover rate (data development)	---	---	10%	10%	10%
Percent of inpatient days by payor source:					
- County	10%	7%	10%	10%	10%
- Medi-Cal/Medicare	75%	71%	70%	70%	70%
- Other payor sources	15%	22%	20%	20%	20%
Is Anyone Better Off? (Outcome)					
Percent of patients with pneumonia that have received a pneumococcal vaccination	59%	95%	86%	75%	75%
Percent of patients with congestive heart failure treated with an ACE Inhibitor	100%	100%	100%	100%	100%
Percent of customer survey respondents rating services good or better	97%	74%	76%	90%	90%

Patient Care Services (6610B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	250.0	266.0	267.0	267.0		267.0
Funded FTE	206.0	219.4	225.5	225.5	(0.0)	225.5
Total Requirements	33,924,392	38,035,751	40,915,655	44,273,063	3,357,408	45,139,660
Total Sources	89,421,601	93,125,102	102,893,037	112,899,154	10,006,117	114,905,702
Net County Cost	(55,497,209)	(55,089,351)	(61,977,382)	(68,626,091)	(6,648,709)	(69,766,042)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Patient Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at capitated rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases, retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from the majority of payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,414,397	1,902,491	0	0	(5,511,906)	0

2. Creation of a Nursing Float Pool

Currently, the nursing staff for both Patient Care Services and Long-Term Care Services relies on registry, overtime, and extra help to accommodate fluctuations in patient census. These options are not only costly but difficult to administer. To ensure cost effective continuous coverage, an internal nursing float pool will be created. This will generate savings in both the Patient Care Services and Long Term Care Services Program budgets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(17,704)	0	0	(17,704)	0

3. Adjustments to Reflect Operational Requirements

Appropriations have been adjusted to reflect additional operational needs most notably in contract services and extra help. There are offsetting reductions in many non-critical patient care expense categories.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,472,621	0	0	1,472,621	0

4. Changes to Total Revenue

Adjustments to revenue have been made to reflect new patient revenue. The figure listed represents gross revenues. The corresponding contractual allowances are included in the Administration and Quality Program budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,591,720	0	0	0	(2,591,720)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
10,006,117	3,357,408	0	0	(6,648,709)	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

5. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs. Revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
2,006,548	866,597	0	0	(1,139,951)	0

Clinical Ancillary and Support Services (6640B)

Program Locator

County

Health

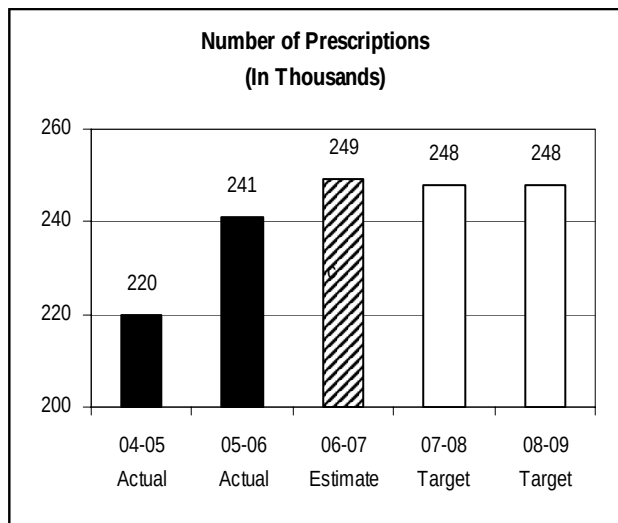
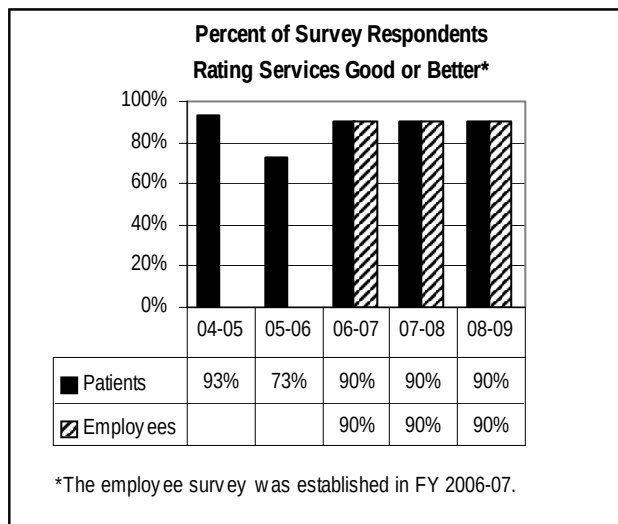
San Mateo Medical Center—Operating Budget
Administrative and Quality Management Services
Patient Care Services



Clinical Ancillary and Support Services

Long-Term Care Services
Ambulatory and Medical Staff Services

Headline Measures



Data Development Measures

Program staff are working on the development of a future Headline Measure that will monitor the cost per lab test. Being able to quantify the cost per unit of service will ensure operational efficiency within

standard health care benchmarks. Data is expected to be available in March 2008.

Program Outcome Statement

Clinical Ancillary and Support Services supports all programs at SMMC by performing all non-surgical and non-nursing functions in order to facilitate the provision of quality health care for San Mateo County residents.

Services and Accomplishments

Clinical Ancillary and Support Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by providing five clinical patient treatment programs—Imaging, Laboratory, Pharmacy, Rehabilitation, Food and Nutritional Services—as well as seven support areas including Materials Management, Creative Arts Therapy, Environmental Services, Facilities and Engineering, Safety, Security, and Biomedical Engineering. SMMC medical and nursing staff is supported through provision of pre- and post-diagnostic inpatient, outpatient, and long-term care support services to residents of San Mateo County. In addition, partnerships with other County programs facilitate achievement of mutual performance objectives.

The following are major accomplishments in the current year:

- Implemented Power Scribe in Radiology which is a voice activated transcription services, allowing for an annual savings of over \$200,000
- Maintained pharmaceutical and drug expenditures at budget when national trends indicate between 10-14% CPI increases
- Implemented an entirely new pharmacy inpatient system as the precursor to an automated medication administration record
- Successfully completed the annual state survey process for mammography with an "Excellent" rating from the surveyor
- Continued to reduce laboratory supply costs through the reduction of reference lab utilization, bringing tests back in-house
- Trained over 20 SMMC employees on hazardous material disposal as the designated site for the county
- Achieved 100% compliance with all preventive maintenance
- Received approval for replacement of the existing CT Scanner, funded by both a federal grant and the Hospital Foundation Board

Story Behind Performance

Clinical Ancillary and Support Services has implemented new services and expanded existing service lines to improve performance and meet patient healthcare needs. Increased outpatient services volume is being accommodated with minimal increases in staffing. Customer satisfaction of both patients and employees is monitored on a monthly basis, with results reported to

various medical and staff committees via newsletters. Customer satisfaction ratings have been above 90%.

Major challenges over the next two years will be:

- To recruit and retain critical, hard-to-fill positions within limited resources and remain competitive with attractive compensation packages available at non-public hospitals
- To respond to increasingly frequent and more stringent surveys by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Centers for Medicare and Medicaid Services (CMS), and other regulatory bodies
- To keep pace with costly and rapid changes in medical technology through selective capital investment

Program Objectives

Clinical Ancillary and Support Services will meet performance targets by doing the following:

Develop a work plan for the provision of services to the Mariner Medical Group

- Work with Laboratory, Radiology, Finance and Billing Services to assess workflow and cash collections under a private payer model

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Provide results of patient satisfaction surveys to physicians, nursing staff, and departmental managers
- Develop recommendations for improving ratings

Select and Install a CT Scanner and Implement the Initial Phase of a Picture Archiving and Communications Systems (PACS)

- Purchase and install a CT Scanner
- Conduct phased implementation of the digital imaging project for transmission of large image files over a network, enabling digital viewing and storage of radiology images
- Purchase/lease technology for the initial rollout of PACS in MRI, CT, and Mammography
- Continue with recruitment efforts for hard-to-fill positions

Expand Laboratory Services to Include Burlingame Long-Term Care Campus

- Convert lab services from outsourced contracts to in-house operation to achieve economies of scale and improve efficiency and quality
- Evaluate additional outreach opportunities

Expand Pharmacy Services to Include Burlingame Long-Term Care Campus

- Provide high quality, cost-effective in-house pharmacy services

Implement Multidisciplinary Nutritional Patient Care Plan

- Establish workflow that links all disciplines to development of nutritional care plans

Continue to monitor and implement Supply Cost Savings Initiatives

- Coordinate with staff and physicians to achieve proposed savings of over \$1M in both Materials' Management and Laboratory Supplies

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of lab tests	297,841	306,888	318,878	307,600	307,600
Number of imaging procedures	42,248	49,615	51,602	49,700	49,700
Number of prescriptions	220,010	241,019	249,000	248,000	248,000
How Well We Do It (Quality)					
Cost per lab test (data development)	---	---	---	---	---
Cost per imaging procedure (data development)	---	---	---	---	---
Cost per prescription (data development)	---	---	---	---	---
Employee vacancy rate in Ancillary and Support Services	---	9.65%	10%	13.3%	13.3%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better					
- Patients	93%	73%	90%	90%	90%
- Employees	---	---	90%	90%	90%

Clinical Ancillary and Support Services (6640B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	232.0	242.0	245.0	244.0	(1.0)	244.0
Funded FTE	228.2	233.5	240.0	240.3	0.2	240.3
Total Requirements	40,985,793	41,527,578	44,046,070	47,741,612	3,695,542	48,822,717
Total Sources	70,534,985	71,405,257	75,089,607	83,030,644	7,941,037	84,425,290
Net County Cost	(29,549,192)	(29,877,679)	(31,043,537)	(35,289,032)	(4,245,495)	(35,602,573)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Clinical Ancillary and Support Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases, retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from the majority of payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
5,536,522	2,351,042	0	0	(3,185,480)	0

2. Adjustments to Reflect Operational Requirements

Appropriations have been adjusted to reflect additional operational needs most notably in contract services and extra help. There are offsetting reductions in many non-critical patient care expense categories. Two vacant positions (Supervising Therapist and Therapy Assistant) and one filled position (Occupational Therapist II) are being eliminated, and one Therapy Assistant is being added for a net decrease of two positions.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	1,067,676	0	0	1,067,676	(2)

3. Insourcing of Pharmacy Services for Burlingame Long-Term Care Center

Current pharmacy service needs at the Burlingame Long Term Care Center are handled through a third party vendor. An operational plan has been developed to provide these services through the Medical Center's Pharmacy staff. This insourcing plan will not only reduce operational expenses but will allow the Medical Center to bill for and receive revenue for these services. This will result in the addition of one Pharmacy Technician.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
750,330	281,587	0	0	(468,743)	1

4. Insourcing of Laboratory Services for Burlingame Long Term Care Center

Current laboratory service needs at the Burlingame Long Term Care Center are handled through a third party vendor. An operational plan has been developed to provide these services through the Medical Center's Laboratory staff. This insourcing plan will not only reduce operational expenses but will allow the Medical Center to bill for and receive revenue for these services. This will result in the addition of one Laboratory Assistant II.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
60,000	49,211	0	0	(10,789)	1

5. Restructuring of Food and Nutrition Services Staff

The Food and Nutrition staffing will be restructured to optimize efficiency and productivity. It is anticipated that the same level of service can be achieved with this new structure. A vacant Dietetic Technician position will be eliminated providing a savings of \$53,974.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(53,974)	0	0	(53,974)	(1)

6. Adjustments to Gross Patient Revenue

Adjustments to revenue have been made to reflect new patient revenue. The figure listed represents gross revenues. The corresponding contractual allowances are included in the Administration and Quality Program budget.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,594,185	0	0	0	(1,594,185)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,941,037	3,695,542	0	0	(4,245,495)	(1)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated increases, and higher benefit costs. Revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,394,646	1,081,105	0	0	(313,541)	0

Long-Term Care Services (6680B)

Program Locator

County

Health

San Mateo Medical Center—Operating Budget

Administrative and Quality Management Services

Patient Care Services

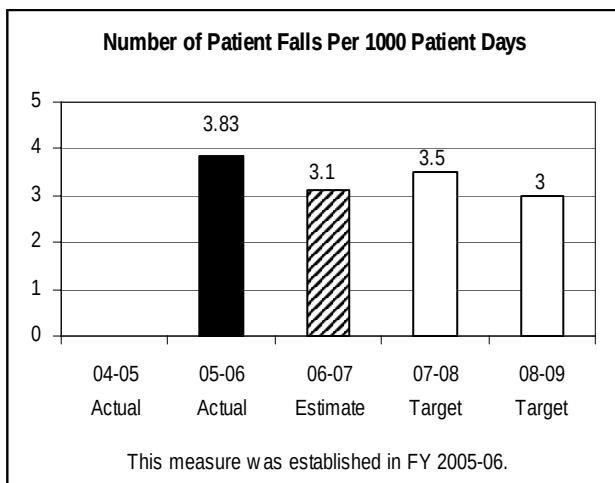
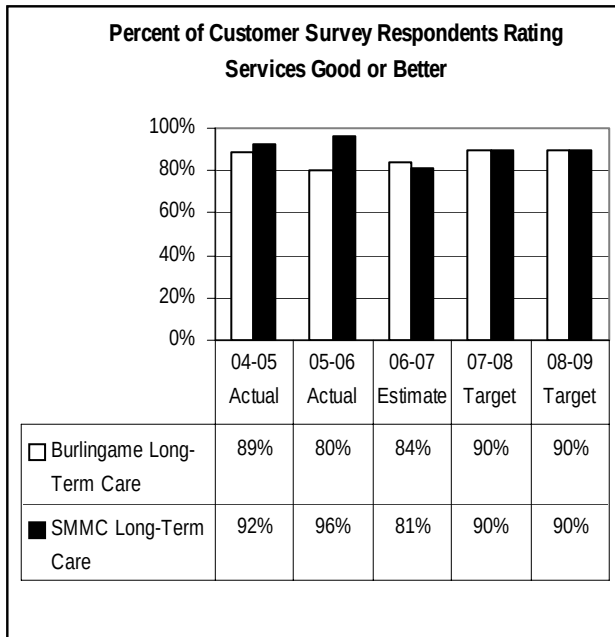
Clinical Ancillary and Support Services



Long-Term Care Services

Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Long-Term Care (LTC) Services provides licensed nursing care and rehabilitation services on a 24-hour basis to seniors so that their long-term health care needs are met with dignity and privacy in a safe, comfortable, and compassionate environment.

Services and Accomplishments

LTC Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating two Distinct Part-Skilled Nursing Facilities (SNF) providing long-term nursing care and rehabilitation on a 24/7 basis. The two campuses have a combined licensed occupancy of 345 beds—SMMC Long-Term Care 1AB with 64 beds and Burlingame Long-Term Care (BLTC) with 281 beds. Both campuses provide skilled rehabilitation, skilled nursing, end-of-life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy. The population consists of approximately 80% long-term care and 20% rehabilitation patients.

The following are major accomplishments in the current year:

- Achieved compliance with all state regulations governing long-term care campuses in annual State Department of Health Services annual surveys, with no substandard care identified
- Maintained average daily census (ADC) at the BLTC campus of 250
- Maintained a physical restraint-free environment at both campuses
- Maintained an attack rate of less than 5% through infection control surveillance
- Continued upgrade of the BLTC physical plant

Story Behind Performance

The delivery of care is continually monitored through the quality improvement process by the nursing staff, together with other members of an interdisciplinary team. Customer satisfaction surveys are given annually. The satisfaction rating is currently 84% at BLTC and 81% at SMMC LTC. The long-range goal is to sustain customer satisfaction ratings of at least 90% at both campuses.

Headline Measure 2 tracks an important goal of Long-Term Care Services—to minimize patient falls through preventive measures such as physical therapy evaluation, restorative nursing, observation, safety devices including bed alarms, inspection of wheelchairs and walkers, physician evaluation of medications being taken that might lead to instability, and general safety education for both staff and residents. Implementation of the Falling Leaves program has reinforced and improved these preventive measures.

Major challenges over the next two years will be:

- To build and maintain the necessary patient census volume at BLTC to meet projections and budgetary requirements
- To hire and retain qualified staff at all levels

- To complete construction and campus improvements at BLTC
- To meet the Life Safety Standards: 2000 regulations for both campuses through development of protocols, policies, and structural improvements
- To complete required infrastructure upgrades at BLTC necessary to support daily operations
- To develop programs to meet the specific needs of a diverse resident population

Program Objectives

Long-Term Care Services will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90% at Both Campuses

- Review prior survey results and develop and monitor corrective plans
- Ensure all systems and programs are in place to meet patient safety and regulatory requirements
- Develop dementia and acute rehabilitation programs at both campuses

Reduce Patient Falls at SMMC and BLTC Campuses

- Continue the success of the Falling Leaves program in identifying residents who are at greater risk of falls
- Continue to inspect equipment such as wheelchairs and walkers for proper operation
- Ensure installation of safety devices such as bed alarms
- Evaluate physical therapy sessions and revise systems and processes accordingly

Increase Occupancy to 260 at BLTC

- Implement the operational plan for campus management
- Develop community contacts for promotion of available services

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Average daily census ⁽¹⁾ :					
- Burlingame Long-Term Care	229	246	252	270	270
- SMMC Long-Term Care	58	56	55	45	45
How Well We Do It (Quality)					
Cost per patient day (data development)	---	---	---	---	---
Employee vacancy rate in Long-Term Care Services	---	9.1%	10%	12%	12%
Is Anyone Better Off? (Outcome)					
Number of patient falls per 1000 patient days	---	3.83	3	3.5	3
Percent of customer survey respondents rating services good or better:					
- Burlingame Long-Term Care	89%	80%	84%	90%	90%
- SMMC Long-Term Care	92%	96%	81%	90%	90%

⁽¹⁾Long-Term Care Unit 1B at the Medical Center will be closed for the last two quarters of FY07-08 with corresponding census increase in Burlingame Long-Term Care.

Long-Term Care Services (6680B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	259.0	294.0	291.0	268.0	(23.0)	268.0
Funded FTE	206.2	222.8	227.6	215.4	(12.2)	215.4
Total Requirements	23,395,609	26,776,609	26,369,901	25,652,535	(717,366)	26,618,544
Total Sources	64,536,582	69,673,590	80,979,024	93,940,488	12,961,464	93,940,488
Net County Cost	(41,140,973)	(42,896,981)	(54,609,123)	(68,287,953)	(13,678,830)	(67,321,944)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Long-Term Care Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases, retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from the majority of payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
8,918,769	1,474,924	0	0	(7,443,845)	0

2. Creation of a Nursing Float Pool

Currently, the nursing staff for both Patient Care Services and Long Term Care Services relies on registry, overtime, and extra help to accommodate fluctuations in patient census. These options are not only costly but difficult to administer. To ensure cost effective continuous coverage, an internal nursing float pool will be created. This will generate savings in both the Patient Care Services and Long-Term Care Services Program budgets.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(164,373)	0	0	(164,373)	0

3. Closure of Unit 1B – Main Campus Long-Term Care Unit

The goal of the Unit 1B closure is to consolidate services with the Burlingame Long-Term Care Center. The closure will be phased over the next year. Some patients will be transferred directly to Burlingame. Most patients will remain at the Main Campus until they are discharged, and new patients will subsequently be admitted to Burlingame. There will be 20 positions (17 of which are filled) eliminated in this transition. For those employees impacted by the closure of Unit 1B, the County will make every effort to place them in other positions in the County.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(1,152,903)	0	0	(1,152,903)	(20)

4. Budget Deficit Reductions

To help reduce the budget deficit, a vacant Patient Services Specialist position and two vacant Office Specialist positions will be eliminated. Despite these eliminations, clinical services will not be impacted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(143,833)	0	0	(143,833)	(3)

5. Adjustments to Reflect Operational Requirements

Appropriations have been added to reflect the costs of extra help, registry, benefits, supplies, equipment, and contracted services. The increases would have been greater but offsetting reductions are included to reflect the implementation of a supply chain savings strategy. These appropriations will enable the department to increase the scope and volume of services provided.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(731,181)	0	0	(731,181)	0

6. Adjustments to Gross Patient Revenue

Adjustments to revenue have been made to reflect new patient revenue. The figure listed represents gross revenues. The corresponding contractual allowances are included in the Administration and Quality Program budget. The Medical Center is committed to increasing occupancy at BLTC to an average daily census of 260 in FY 2007-08 and anticipates additional revenue. Additionally, the Medical Center continues to refine charges for services to ensure that they are competitive to the market.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,042,695	0	0	0	(4,042,695)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
12,961,464	(717,366)	0	0	(13,678,830)	(23)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated labor increases, and higher benefit costs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	966,009	0	0	966,009	0

Ambulatory and Medical Staff Services (6850B)

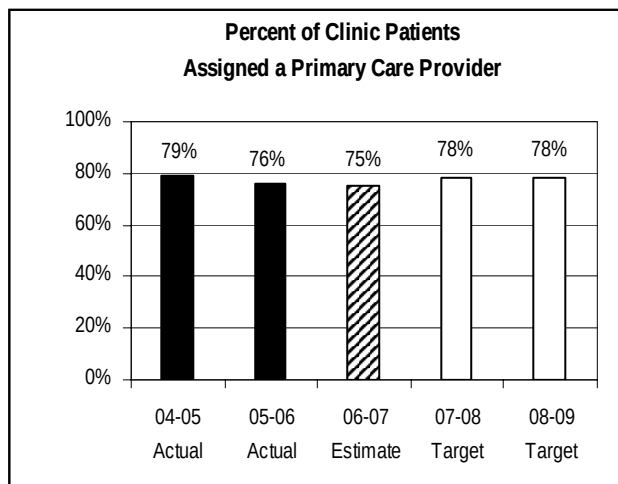
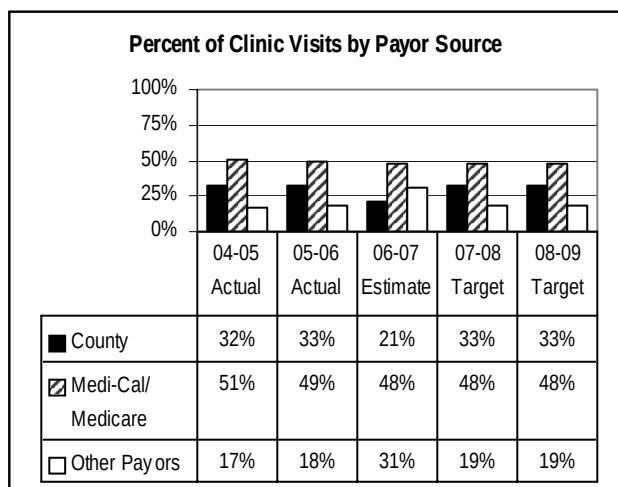
Program Locator

County

San Mateo Medical Center—Operating Budget
 Administrative and Quality Management Services
 Patient Care Services
 Clinical Ancillary and Support Services
 Long-Term Care Services

► Ambulatory and Medical Staff Services

Headline Measures



Program Outcome Statement

Ambulatory and Medical Staff Services provides high quality, patient-focused outpatient healthcare services through a system of accessible community-based clinics throughout the county. The Division provides primary care for adults, women and children, as well as a full spectrum of medical and surgical specialty care based at the state-of-the-art SMMC. The overriding goal is to open doors to excellence in healthcare, including those to whom doors have traditionally been closed, resulting in improved health and well-being throughout the county.

Services and Accomplishments

Ambulatory and Medical Staff Services contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by operating 11 clinics throughout the county that provide primary healthcare, preventive services, and limited public health services. Geographically, this includes three north county clinics (Daly City, South San Francisco, and Daly City Youth Clinic); three mid-county clinics (39th Avenue Main Campus, Ron Robinson Senior Care Center, and Coastside Clinic); and five south county clinics (Willow, Belle Haven, Fair Oaks Adult Clinic, Fair Oaks Children's Clinic, and Sequoia Teen Wellness Center). At the 39th Avenue main campus clinics, a full range of specialty services are provided including Ob-Gyn, family planning, HIV, dental, optometry, cardiology, oncology, otolaryngology, ophthalmology, urology, orthopedics, dermatology, podiatry, pulmonology, gastroenterology, rheumatology, neurosurgery, and neurology. Ambulatory and Medical Staff Services also work with the Health Department to provide services at the Edison Clinic, located in the San Mateo Medical Center.

The following are the major accomplishments in the current year:

- Expanded clinic cycle time initiative to two additional clinics, Fair Oaks Children's Clinic, and main campus clinics, and reduced their cycle times to under 60 minutes
- Received a statewide award for an innovative asthma care project at the Fair Oaks Children's and Sequoia Teen Wellness Center that involved the use of group visits, nurse education, and cell phones to improve patient self-care
- Embarked on redesigning the care of persons with chronic illnesses such as diabetes and hypertension to include group visits, computerized registries, and a focus on patient self-care, including primary care provider training in coaching patients on healthy behavior
- Continued to expand visits and services to the county's vulnerable senior population through the Ron Robinson Senior Care Center
- Spread participation in a regional immunization registry from children to adults. This will enable the Medical Center to more effectively ensure the timely immunization of our most vulnerable members.

Story Behind Performance

Ambulatory and Medical Staff Services provides high quality care to 40,000 individuals each year in approximately 210,000 visits. This program is essentially the sole provider of outpatient medical care to indigent persons residing in the county, serving as the safety-net provider for a medically underserved, uninsured and underinsured, diverse population consisting largely of the working poor and their families who are often mono-lingual, non-English speaking persons. In the absence of national or State-level solutions to the problem of the uninsured, these rising needs are being addressed by Ambulatory and Medical Services through a combination of cost reduction, productivity improvement, aggressive linking of patients to available payor sources, and seeking of external grant funding to be able to continue meeting the needs of the community in a high quality manner.

Services are provided by a culturally diverse and multilingual staff of physicians, nursing, and clerical support that mirror its customer demographics. More than 90% of patients rate overall service quality as "good" or "better."

Assigning a primary care provider to clinic patients is an important indicator of quality and coordination of care. This is a major principle of "managed care" that has shown reduction in health care costs by ensuring that the use of specialty care and procedures is managed by a primary care provider. The Medical Center has applied this "best practice" of the private medical sector to its uninsured population as well. An aggressive program has been implemented to monitor and increase the percent of patients assigned to a primary care provider. To avoid errors and confusion that can result from automatic computerized assignment, these assignments are based on actual doctor-patient relationships, so that when doctors get test results or inquiries about a patient, they have prior knowledge of the patient and can follow-up more appropriately and efficiently. The success of this effort is reflected in an increase in primary care provider assignment in recent years, from 43% in the baseline year 2003 to nearly 80% this last year.

Identifying external payor sources outside the County's indigent program is critical to the financial health of the Medical Center and the County. Through the expanded use of Community Health Advocates and joint pilot projects with the Health Services Agency, more patients are being linked to state and federal funding sources for which they may be eligible, to reduce the reliance on the County's General Fund.

Major challenges over the next two years continue to be:

- To meet the growing demand for low cost medical care while maintaining high levels of quality
- To control and reduce the cost of indigent health care by increasing non-County payor sources and improving operational efficiency
- To expand clinic access for seniors and children

Program Objectives

Ambulatory and Medical Services will meet performance targets by doing the following:

Assign 78% of Patients to Primary Care Providers

- Monitor and report the percentage of patients being assigned a primary care provider
- Implement procedures to ensure that all appropriate patients are assigned a primary provider

Increase Non-County Payor Sources to 67%

- Educate staff at all levels on the eligibility and requirements of all available payor programs
- Monitor the accuracy of payor plan assignments through quality control of patient registrations

Achieve a Customer Satisfaction Rating of 90%

- Decrease clinic wait times through focused and continuous review of patient flow from check-in to check-out
- Continue customer service training for all staff specifically in the area of service recovery and complaint resolution

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of clinic outpatient visits	216,879	210,605	210,000	219,000	219,000
Number of Senior Center visits	6,383	8,770	11,300	13,000	13,000
How Well We Do It (Quality)					
Cycle time (in minutes) (data development)	---	---	56	60	60
Employee vacancy rate in Ambulatory and Medical Staff Services	---	9.14%	7.8%	7.8%	7.8%
Percent of clinic visits by payor:					
- County	32%	33%	21%	33%	33%
- Medi-Cal/Medicare	51%	49%	48%	48%	48%
- Other Payor Sources	17%	18%	31%	19%	19%
Is Anyone Better Off? (Outcome)					
Percent of customer survey respondents rating services good or better	92%	92%	92%	90%	90%
Percent of clinic patients assigned a Primary Care Provider (PCP)	79%	76%	76%	78%	78%

Ambulatory and Medical Staff Services (6850B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	300.0	311.0	317.0	336.0	19.0	336.0
Funded FTE	278.9	285.9	288.5	303.7	15.1	303.7
Total Requirements	30,681,739	32,110,069	36,369,304	39,571,740	3,202,436	40,585,271
Total Sources	51,385,519	56,014,840	60,175,795	67,877,620	7,701,825	69,002,537
Net County Cost	(20,703,780)	(23,904,771)	(23,806,491)	(28,305,880)	(4,499,389)	(28,417,266)

Program Net County Cost

The County's General Fund contributions to the San Mateo Medical Center are centrally budgeted as revenue sources in the Medical Center's Administrative and Quality Management Services budget. Ambulatory and Medical Staff Services is funded by patient charges and intergovernmental revenue sources. Gross patient charges are budgeted in this unit and contractual allowances (for Medi-Cal and other payors that provide reimbursement at negotiated or pre-determined rates that are below charges) are budgeted centrally in Administrative and Quality Management Services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of annualization of mid-year position changes and negotiated labor increases, retirement rate increases, inflation for purchased services, and inflation for supplies and other non-labor expenses. Budget adjustments in gross revenue are also included to reflect a 10% chargemaster increase to bring charges to market levels. Although the gross charges are being increased, the Medical Center realizes little net revenue gain since reimbursement from the majority of payors is based upon pre-set contracted amounts.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,644,021	2,389,038	0	0	(2,254,983)	0

2. Pediatric Clinic Expansion

To expand clinic access for children in the community, additional capacity is being added. The capacity increase will be achieved through additional clinic hours in the evening. Pediatric clinic visits are expected to increase by 8,900 per year. Given the available financial programs for all children, this expansion is projected to attain new revenue. The additional expenses are primarily for labor costs to operate the expanded clinic hours. These labor costs are physicians, nurses and assistants to staff the additional hours at clinics in Daly City, South San Francisco, and on the main campus in San Mateo. This effort will be a partnership with other organizations to increase the number of children receiving primary care.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,511,928	937,016	0	0	(574,912)	15

3. Ron Robinson Senior Care Center Expansion

The Ron Robinson Senior Care Center has been a successful venture to provide focused care. This expansion will build upon this success to expand capacity to serve more seniors. The staff at RRSCC has indicated an increasing need for senior services in the community. Senior care visits are expected to increase by 5,700 to 14,500 per year. To accommodate the increased volume, two additional physicians, a licensed vocational nurse, and a utility worker will be hired.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
545,876	545,876	0	0	0	4

4. Adjustments to Reflect Operational Requirements

Budget reductions have been made to reduce the budget deficit. Most departments within the Medical Center have reduced requirements for supplies, purchased services, extra help, and general administrative expenses.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(669,494)	0	0	(669,494)	0

5. Changes to Total Revenue

Adjustments to revenue have been made to reflect new patient revenue due to volume increases. The figure listed represents gross revenues. The corresponding contractual allowances are included in the Administration and Quality Program budget.

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

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
7,701,825	3,202,436	0	0	(4,499,389)	19

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 Revised to the FY 2008-09 Recommended Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: inclusion of merit increases, annualization of negotiated labor increases, and higher benefit costs. Revenues will increase due to increased volumes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,124,917	1,013,531	0	0	(111,386)	0

Medical Center Capital Purchases (6750D)

Budget Unit Locator

County

Health

San Mateo Medical Center

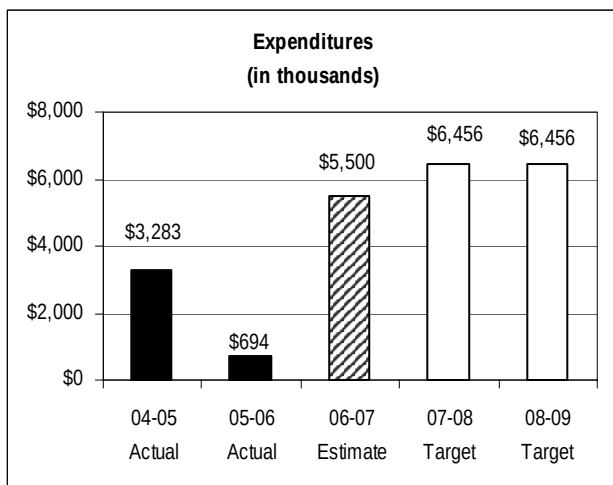
San Mateo Medical Center—Operating Budget

**San Mateo Medical Center Capital Purchases**

General Fund Contributions to Medical Center

Budget Unit Description

A separate budget unit for capital purchases has been established by the Medical Center. These expenditures were previously shown as Fixed Assets appropriations within the operating budget of the Medical Center.



Net County Cost

There is no Net County Cost associated with the Medical Center's capital appropriations. Funding is currently provided by Hospital Foundation, federal grants, and bond proceeds.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: There is a slight increase in revenues and expenditures to reflect additional imaging equipment costs funded by the Foundation.

Revenue/Sources	190,000
Appropriations	190,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

No change.

Medical Center Capital Purchases (6750D)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	3,026,317		800,000	800,000		800,000
Interfund Revenue		665,810	3,656,000	3,656,000		3,656,000
Miscellaneous Revenue	256,425	28,164	1,810,000	2,000,000	190,000	2,000,000
TOTAL SOURCES	3,282,742	693,974	6,266,000	6,456,000	190,000	6,456,000
REQUIREMENTS						
Services and Supplies	653,185	103,470				
Other Charges	862,975					
Fixed Assets	793,811	(22)	6,256,000	6,446,000	190,000	6,446,000
Other Financing Uses	972,771	590,526	10,000	10,000		10,000
TOTAL REQUIREMENTS	3,282,742	693,974	6,266,000	6,456,000	190,000	6,456,000

Contributions to Medical Center (5850D)

Budget Unit Locator

County

Health

San Mateo Medical Center

San Mateo Medical Center—Operating Budget

San Mateo Medical Center Capital Purchases



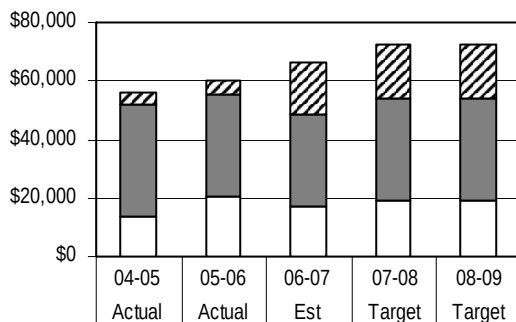
General Fund Contributions to Medical Center

Budget Unit Description

This budget unit contains the General Fund contribution to the San Mateo Medical Center (SMMC) for services provided under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care and public health services to the indigent. SMMC includes a 228-bed acute and long-term care hospital, twelve clinics and the 281-bed Burlingame Long Term Care skilled nursing facility. The General Fund contribution to SMMC is made up of a loan, discretionary, and non-discretionary funding.

For FY 2007-08, a \$17,868,390 General Fund loan is being provided to the Medical Center to balance the Medical Center operating budget. Discretionary funds include Tobacco Settlement funds, Realignment Vehicle License Fees (VLF) and funding in excess of mandated maintenance-of-effort (MOE) or local match requirements. Non-discretionary funds include Realignment MOE and Medi-Cal Waiver funding.

General Fund Contributions to San Mateo Medical Center (in thousands)



General Fund Loan	4,549	4,851	17,739	17,868	17,868
General Fund Discretionary	37,859	34,645	31,347	35,177	35,177
General Fund Non-Discretionary	13,964	20,800	17,200	19,131	19,131

Net County Cost

The portion of this budget unit's FY 2007-08 Recommended Budget that is Net County Cost (NCC) and is funded by the General Fund is \$55,864,772 or 73%. The NCC is funded by local general purpose revenue in the General Fund such as property tax and sales tax.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Revenue Sources and Contribution Amounts

Realignment VLF and Tobacco Settlement revenues have been increased. Budgeted contributions have also been increased to balance the Medical Center operating budget, including negotiated salary and merit increases.

Revenue/Sources	1,004,455
Appropriations	5,889,884
Intrafund Transfers	0
Reserves	0
Net County Cost	4,885,884
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Revenue Sources and Contribution Amounts

Realignment VLF revenues have been increased.

Revenue/Sources	219,000
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(219,000)
Positions	0

Contributions to Medical Center (5850D)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	19,191,081	13,277,939	12,113,525	12,482,625	369,100	12,701,625
Miscellaneous Revenue	6,976,004	6,533,886	7,193,499	7,828,854	635,355	7,828,854
TOTAL SOURCES	26,167,085	19,811,825	19,307,024	20,311,479	1,004,455	20,530,479
REQUIREMENTS						
Services and Supplies	15,012,150	15,693,102	20,172,509	18,000,000	(2,172,509)	18,000,000
Other Charges	4,549,152	4,850,926				
Other Financing Uses	43,152,000	39,752,387	50,113,858	58,176,251	8,062,393	58,176,251
TOTAL REQUIREMENTS	62,713,302	60,296,415	70,286,367	76,176,251	5,889,884	76,176,251
NET COUNTY COST	36,546,217	40,484,590	50,979,343	55,864,772	4,885,429	55,645,772

*Children, Youth
and
Family Services*

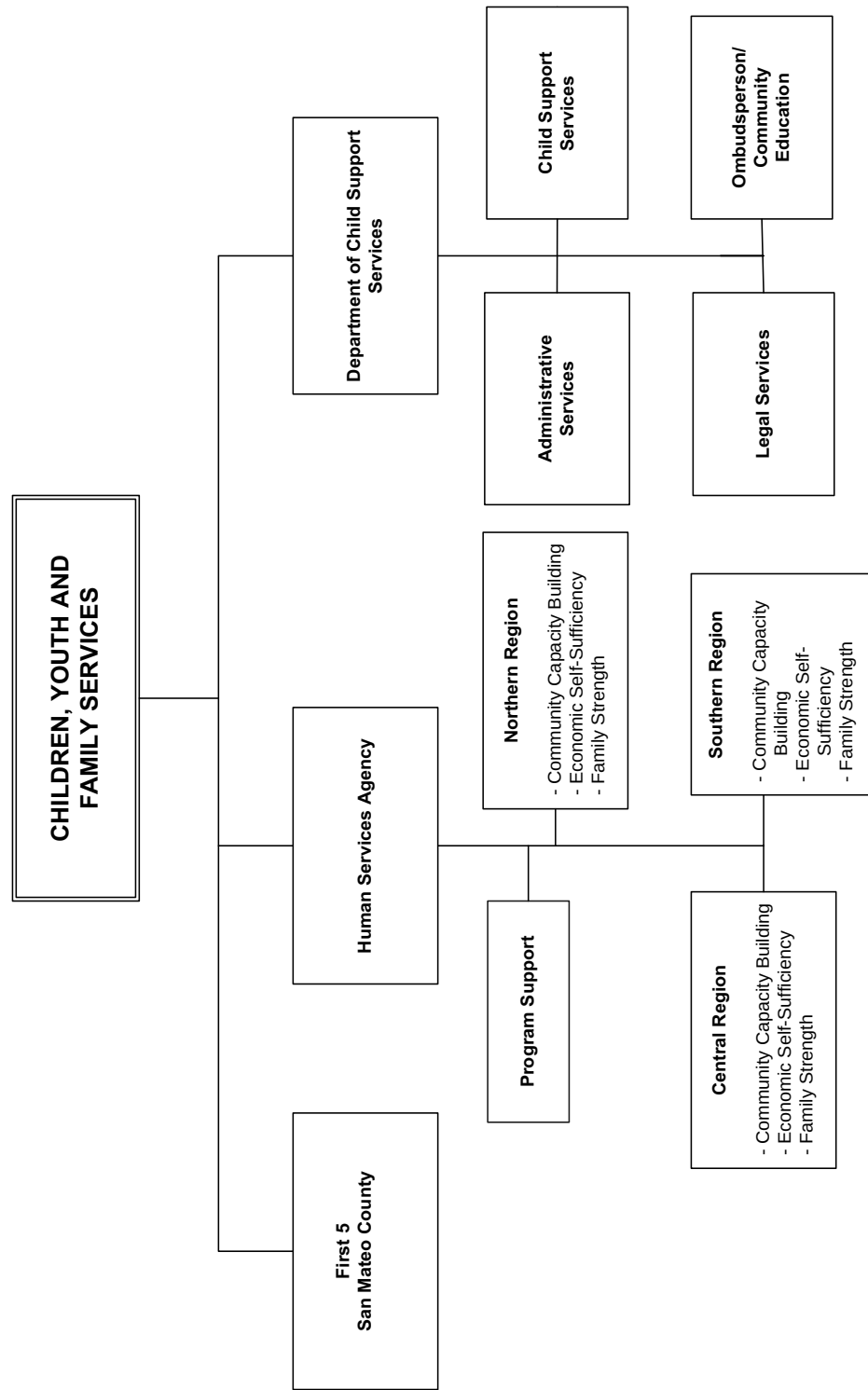


*Recommended Budget
FY 2007-08
FY 2008-09*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

CHILDREN, YOUTH AND FAMILY SERVICES



Children, Youth and Family Services

FY 2007-08 and 2008-09 All Funds Summary

Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
Department of Child Support Services	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
Human Services Agency	160,061,290	170,883,564	201,110,483	211,282,100	10,171,617	211,279,792
Total General Fund	171,213,197	181,947,554	212,612,487	222,659,974	10,047,487	222,603,010
Net County Cost	16,032,145	19,046,815	26,141,461	29,328,310	3,186,849	30,947,556
AUTHORIZED POSITIONS						
Salary Resolution	850.0	903.0	948.0	973.0	25.0	973.0
Funded FTE	843.5	887.4	930.3	967.4	37.1	967.4
FOR INFORMATION ONLY:						
First 5 San Mateo County	46,912,294	49,853,345	51,162,081	46,798,681	(4,363,400)	42,138,380

First 5 San Mateo County (1950B)

Budget Unit Locator

County

Children, Youth and Family Services

► **First 5 San Mateo County**

Department of Child Support Services

Human Services

Budget Unit Description

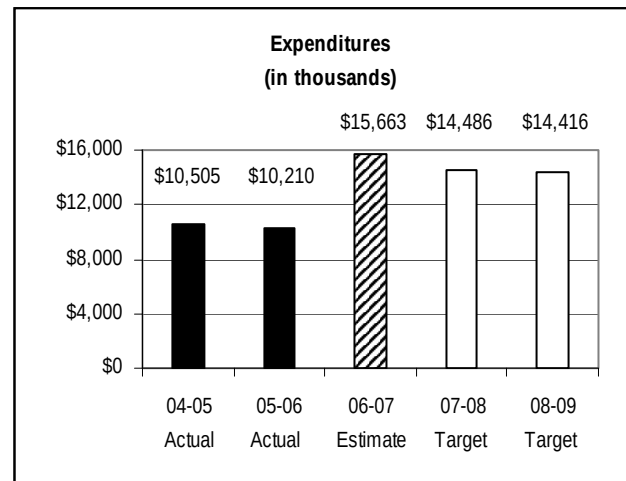
First 5 San Mateo County was created in 1998 with the passage of Proposition 10, the California Children and Families First Act. The Act levied tobacco tax to support an integrated, comprehensive, and collaborative system of information and services to enhance optimal early childhood development to ensure that children are ready to enter school. The Act also created a State Commission and 58 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 Director of the Human Services Agency, the County Superintendent of Schools, the Chief of Pediatrics of the San Mateo Medical Center, the County Manager or his designee, and four public members appointed by the Board of Supervisors from the fields of early childhood education, healthcare, and family support.

First 5 San Mateo County is committed to maximize the impact of its funding strategies to support children, prenatal through age five, so that they are well positioned to succeed in school and in life, and has invested over \$50 million in young children throughout the county. Recognizing that funds are expected to decrease in future years, the Commission adopted an innovative 10-year financial plan in 2001, which is updated annually. The plan provides a framework to promote sustainability of projects by investing in broad initiatives that support systemic change. To address the complex needs of children and families, First 5 San Mateo County promotes a comprehensive and integrated System of Care that includes targeted funding to high priority communities, complemented by countywide strategic efforts. Given limited resources, the Commission has instituted an annual spending threshold that results in a more stable, flat-line funding strategy over the next ten years, thus sustaining strategies that support the System of Care in addition to providing the capability of responding to new priorities.

First 5 San Mateo County began 2007 with the launch of the *Special Needs Project* – a comprehensive three-year demonstration project designed to develop the capacity of child- and family-serving systems countywide to serve and support children with special needs, and to coordinate and secure access to services and supports for children and their families in a demonstration site community. In addition, this project promotes early developmental screenings in a targeted community and appropriate referral processes countywide.

Additional strategic efforts of First 5 San Mateo County include Preschool for All, Prenatal-to-Three's home visiting component, the Children's Health Initiative (CHI), and SmartKids (Child Care Facilities Expansion Fund). These efforts allow for preschool services to be universally available in two target communities of the Redwood City and Ravenswood School Districts through Preschool for All. Home visits, health screenings, and long-term case management services are provided to at-risk families with young children through the Prenatal-to-Three's home visiting component. In addition, access to quality healthcare is available for all children residing in San Mateo County through CHI, which has resulted in more than 5,000 children being enrolled into one of three health insurance programs for low-income families since July 2003. Furthermore, the support of high quality care for young children has increased by 1,500 spaces since the inception of SmartKids.

First 5 San Mateo County carefully plans and responsibly approaches the issues of systems change, policy change, and service delivery improvement, while at the same time recognizing that this work is the result of collaborative efforts and the high level of involvement from community partners.



Net County Cost

This program is not funded by the General Fund and therefore has no Net County Cost. Its operations are fully funded by revenue received from First 5 California (formerly The California Children and Families First Commission) Proposition 10 tobacco tax funds.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor increases; inclusion of merit increases; a projected decrease in tobacco tax revenue through Proposition 10 monthly allocations;

reductions in outside consultant services and other operating costs; and a decrease in project contributions to reflect the spending threshold approved by the First 5 San Mateo County Commission to support the System of Care.

Revenue/Sources	(4,363,400)
Appropriations	(1,176,722)
Intrafund Transfers	0
Reserves	(3,186,678)
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Provide Current Level of Services

Budget adjustments have been made as follows: negotiated labor increases; inclusion of merit increases; an anticipated decline in tobacco tax revenue; scheduled end of supplemental funding for the CARES Recruitment and Retention Program pending availability of matching funds from First 5 California; increased consultant expense for the biannual Evaluation Program including family surveys; and a reduction in Reserves reflecting use of Fund Balance to offset the gap between new revenue and expenditures for the System of Care.

Revenue/Sources	(4,660,301)
Appropriations	(69,794)
Intrafund Transfers	0
Reserves	(4,590,507)
Net County Cost	0
Positions	0

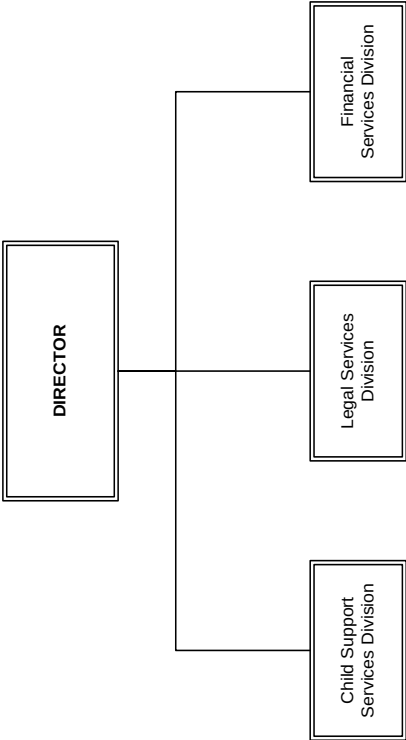
First 5 San Mateo County (1950B)
First 5 Fund (Information Only)

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	1,004,508	1,327,544	1,012,000	1,100,000	88,000	950,000
Intergovernmental Revenues	11,343,876	10,868,023	10,406,448	9,517,059	(889,389)	8,717,844
Miscellaneous Revenue	139,445	1,256,775	100,000	265,000	165,000	
Total Revenue	12,487,829	13,452,342	11,518,448	10,882,059	(636,389)	9,667,844
Fund Balance	34,424,465	36,401,004	39,643,633	35,916,622	(3,727,011)	32,470,536
TOTAL SOURCES	46,912,294	49,853,346	51,162,081	46,798,681	(4,363,400)	42,138,380
REQUIREMENTS						
Salaries and Benefits	874,903	918,872	1,163,772	1,276,253	112,481	1,353,953
Services and Supplies	2,050,200	2,266,361	1,358,838	1,218,216	(140,622)	634,209
Other Charges	7,579,414	7,024,478	13,139,957	11,991,376	(1,148,581)	12,427,889
Net Appropriations	10,504,518	10,209,712	15,662,567	14,485,845	(1,176,722)	14,416,051
Non-General Fund Reserves	36,407,776	39,643,633	35,499,514	32,312,836	(3,186,678)	27,722,329
TOTAL REQUIREMENTS	46,912,294	49,853,345	51,162,081	46,798,681	(4,363,400)	42,138,380
AUTHORIZED POSITIONS						
Salary Resolution	10.0	12.0	12.0	12.0		12.0
Funded FTE	9.2	11.0	11.4	11.5	0.2	11.5

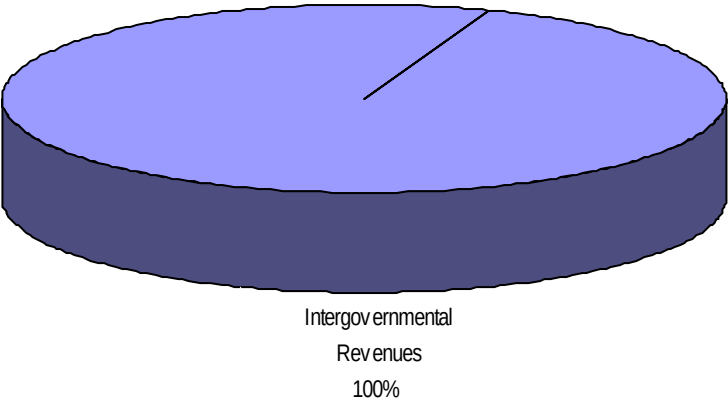
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DEPARTMENT OF CHILD SUPPORT SERVICES

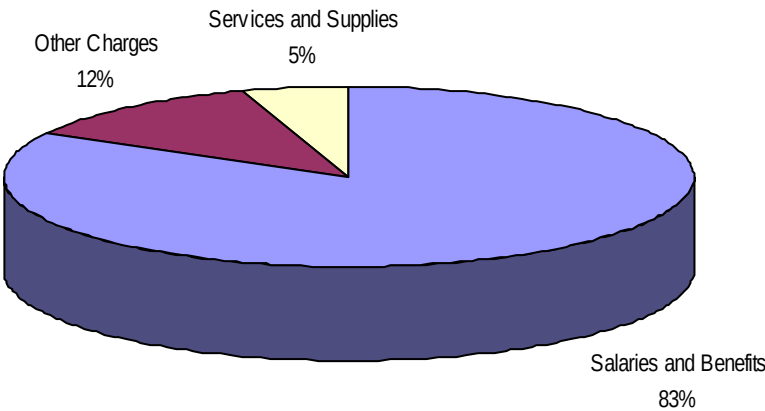


Department of Child Support Services

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



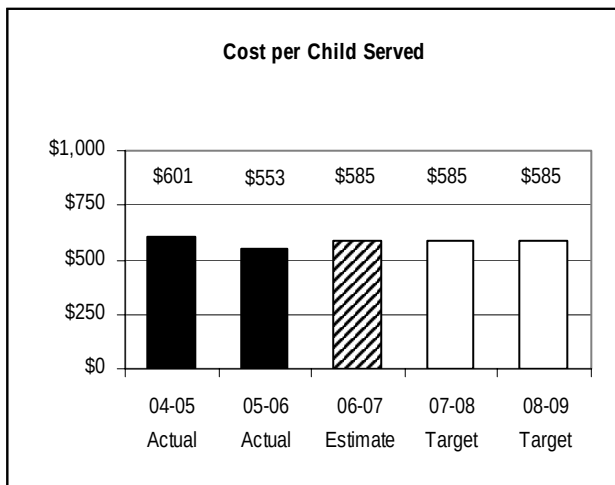
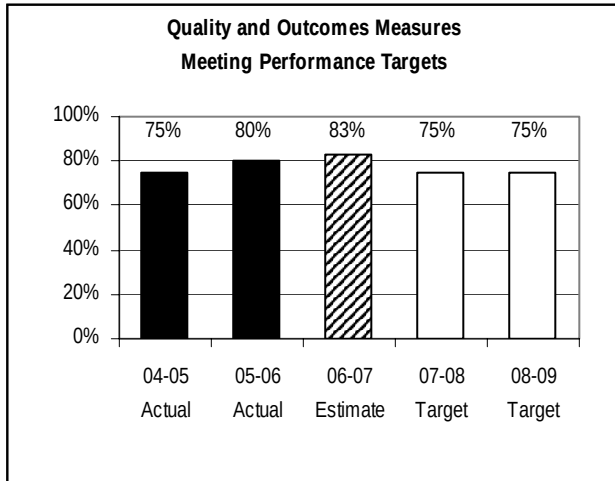
Department Locator

County

Children, Youth and Family Services
First 5 San Mateo County of San Mateo

► Department of Child Support Services Human Services

Department Measures



Department Mission Statement

The Department of Child Support Services (DCSS) helps parents meet the financial, medical, and emotional needs of their children by establishing and enforcing child support orders.



Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Ensure Basic Health and Safety for All

- **Paternity Establishment**

Children without a legal father cannot get financial support and are denied many social benefits. DCSS established paternity for 419 children in Federal Fiscal Year (FFY) 2005-06. These children now have access to family health information, access to their father's social security benefits, and are entitled to financial and medical support from both of their parents.

- **Medical Support Orders**

Medical, dental, and vision insurance are key components of quality healthcare. At the close of FFY 2005-06, DCSS had established 7,000 medical support orders, which both improves healthcare for children and also reduces government costs by providing private insurance for many children that were formerly on Medi-Cal.

To increase the number of children with health insurance in the county, the Department is contracting with Health Management Systems to conduct extensive data matches against the DCSS client database. The contractor will identify current insurance coverage or the availability of employer-sponsored health insurance for children in the DCSS caseload. Maintaining an effective medical support enforcement program improves a child's well-being.

PROSPERITY

Create Opportunities for Every Household to Participate in our Prosperity

• Financial Support Orders

The amount of child support a non-custodial parent owes is determined by a court order. In FFY 2005-06, 1,660 financial support orders were established, which contributed to the financial well-being of over 14,000 families. The number of financial support orders established by the Department increased by 15% from FFY 2004-05 to FFY 2005-06. Through the establishment of these orders, approximately 2,357 children in the county now have access to benefits associated with the establishment of paternity and the financial and medical support of both parents.

• Collection and Distribution of Child Support Payments

DCSS collects child support from parents that voluntarily pay and takes steps to enforce court orders when parents do not pay. These efforts resulted in collections of \$30 million in FY 2005-06. Of that total, \$10.8 million went directly to former welfare families, helping them to remain self-sufficient. The \$30 million also included \$2.2 million in welfare recoupment that was returned to the federal, State, and County government, as well as \$15.8 million in payments to children who have never before received County aid. The remaining \$1.2 million was distributed to children in cases outside the county.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

• Partnerships for Parent Involvement

Fathers that are involved with their children are more likely to pay child support. To encourage and support all fathers, DCSS participated in community education events sponsored by the Fatherhood Collaborative of San Mateo County including dialogue sessions with other family law departments, Dad and Me events at county Parks and Libraries, Father's Day events, and the Collaborative's Annual Fatherhood Conference focusing on unbundled legal services for clients. Work also continued with the Peninsula Conflict Resolution Center, by offering mediation of access and visitation issues for the families served.

• Assisting Current and Former Inmates

Child support arrears can be a significant burden for former inmates. DCSS educates inmates and former inmates about their child support obligations and options for modifying their court order through collaborative work with the Service League of San Mateo County, Sheriff's Office, California Department of Parole, and the State Department of Corrections. DCSS is also participating in the County Re-Entry Initiative. The outcome is better-informed parents who are aware of the services available to them and are subsequently better able to comply with child support obligations.

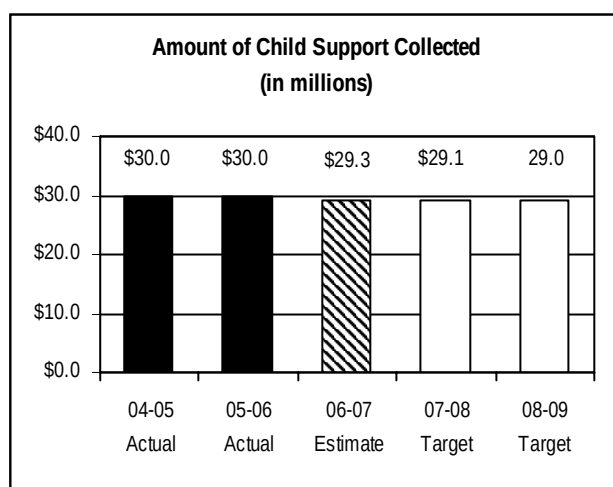
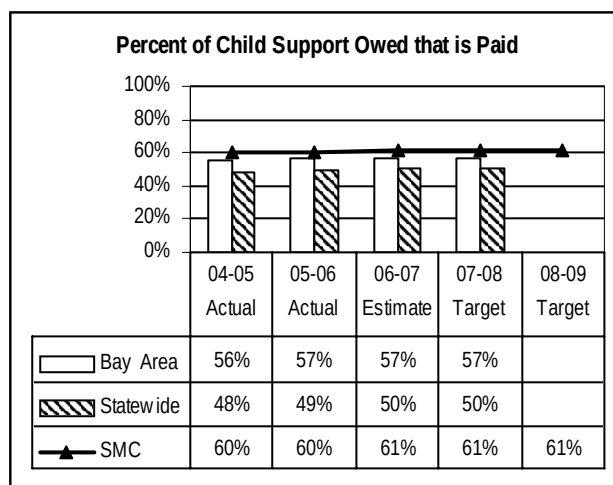
• Compromise of Arrears Program (COAP)

AB 1752 directed the California Department of Child Support Services to establish a Compromise of Arrears Program (COAP). The COAP program assists people that owe reimbursement for public assistance but are unable to pay the full amount within three years. The program benefits low income wage earners who can make a lump sum payment of a compromise amount calculated by a State formula. DCSS has begun communicating with the San Mateo County Bar Association to make this program an alternative to contempt procedures.

• Assisting Veterans

DCSS conducts outreach events at the Veteran's Hospital in Menlo Park to educate veterans about the child support process. The events focus on options for modification of support and COAP program for governmental arrears. Educating parents about Department services and the child support process helps veterans comply with their child support obligations as they transition back into civilian life.

Headline Measures



Services and Accomplishments

The Department of Child Support Services primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by establishing and enforcing child and medical support orders so that children grow up in a financially supportive home with increased access to healthcare. This service is free to all residents of San Mateo County.

The following were major accomplishments in the prior year:

- Ranked among the top performing California counties in the collection of current support and percent of cases with payments on arrears
- Increased the percentage of cases paying towards arrears
- Expanded electronic receipt options for custodial parties by offering direct deposit and electronic payment cards
- Successfully transferred payment processing to the State Disbursement Unit (SDU)
- Continued offering mediation of access and visitation issues to clients through the Peninsula Conflict Resolution Center's (PCRC) Family Mediation Program
- Maintained wait times of less than one minute in the Call Center while answering 72,000 calls
- Continued services for incarcerated obligors through programs with the Service League of San Mateo County, the Maguire Jail, the California Department of Parole, and the California Department of Corrections
- Expanded outreach activities for veterans through the Veteran's Hospital in Menlo Park, focusing on educating veterans on the COAP program and modification of court orders
- Selected as one of six counties to pilot the SB 1483 Expedited Modification Process
- Continued to encourage and support fathers in taking an active role in the life of their children through the Department's involvement in the Fatherhood Collaborative of San Mateo County

Story Behind Performance

For the first time in over 15 years, DCSS child support collections will dip in FY 2006-07; however, the Department maintained overall performance while successfully converting to Version 1 of the California Child Support Automated System (CCSAS) and preparing for conversion to Version 2 of CCSAS. All this was accomplished during the fifth consecutive year of flat funding from the State.

In FY 2005-06, the State changed the distribution rules for child support payments. Prior to August 2006, all money collected by DCSS went to the children and families within the Department's own caseload. Child support is now distributed on a statewide basis according to the following rules: monthly support is pro-rated among all the cases throughout the state and any remaining funds are pro-rated statewide to all cases with arrears. This change in State policy has caused a decline in DCSS' performance for total collections and current support. The Department has a net outflow of cases, which means families within its caseload tend to reside in the county for

shorter periods of time and then move to adjoining counties where housing costs are lower. DCSS is left with a greater share of arrears cases to enforce. However, for the same reasons, performance on the arrears measure—which is calculated as a number of cases with any payment toward arrears—is improving. While other counties are reaping the benefits of increased current support from the work done by DCSS staff, a few more DCSS cases are also receiving some payment towards arrears due to the new statewide allocation.

Other changes associated with conversion to Version 1 of CCSAS include start-up of the State Distribution Unit (SDU), which took over processing of all DCSS child support payments in April 2006. A central, statewide child support payment processing facility is required by the federal government. The opening of the SDU is an important step toward federal certification of CCSAS. The federal review team is currently reviewing Version 1 for certification and the automation penalties are on hold this year. Although the State now receipts and disburses all child support payments, DCSS still handles customer questions and identifies payments the SDU cannot process; this work requires approximately two full-time positions in DCSS.

The next automation project is transition to Version 2 of CCSAS. This new web-based program will take three years to fully implement and will create new opportunities for the California child support program. DCSS anticipates the new system will create far more program consistency statewide and offer opportunities for increased cost effectiveness. The Department's goal for the upcoming years is to successfully implement these major program changes, while continuing to provide high quality child support services to the children and families of the county.

Major Issues to be Addressed

Responsive, Effective and Collaborative Government—in 1999, the Legislature reorganized the California child support program and created a State oversight agency. The Agency's two goals are improving performance statewide and successfully implementing a statewide automated system. A major challenge for DCSS is to maintain high quality services while preparing for multiple computer system changes and complying with increasing State mandates.

DCSS is fully funded by the California Department of Child Support Services. For the fifth straight year, the State is holding funding flat. Over the past five years, DCSS has eliminated 28 positions—a 22% reduction in staff—while absorbing increased operational costs including negotiated labor increases. The resulting challenge is to redesign existing business processes to adapt to the new automated system, while maintaining high quality child support services with fewer staff and reduced resources.

Create Opportunities for Every Household to Participate in our Prosperity—although DCSS does a very good job of collecting support from parents that are able to pay, many clients are unable to meet their support obligations. These parents may have other barriers which keep them from paying, such as mental health, substance abuse issues, limited job skills, or minimal education. The

issue is how to help these parents address the factors that prevent them from paying support.

Children need healthcare coverage for both routine and critical care. Court orders established through DCSS require the non-custodial parent to provide health insurance coverage if it is available at a reasonable cost through their employment. The issue is identifying available coverage for the children within the Department's caseload. DCSS is contracting with Health Management Systems to conduct extensive data matches against the DCSS client database to increase performance on medical enforcement cases.

Key Department Initiatives

1. Transition to a Statewide Automated Child Support System

Major Issue to be addressed:

- The federal government is fining the State of California over \$220 million a year for failing to have a statewide automated child support system. To stop the penalties, all California counties must use the same automated system that meets specific federal requirements. Additionally, all child support payments throughout the state must be processed at a central facility.

Alignment to Shared Vision:

- Responsive, Effective and Collaborative Government

Goals:

- Maintain the current level of performance and customer service under a new statewide automated child support system

Objectives:

- Child support collections will be equal to or greater than the prior year
- Percent of current support collected will be equal to or greater than the prior year
- Percent of cases with collections in arrears will be equal to or greater than the prior year
- Percent of cases with orders will be equal to or greater than the prior year

Major milestones:

- Successfully convert to the CCSAS system: December 2007
- Participate in statewide system testing and training development: March – November 2007
- Redesign business processes: March – September 2007
- Train all staff on the new system: October 2007

Partners:

- Information Services Department
- County Controller
- Superior Court
- Human Services Agency
- State Department of Child Support Services
- Treasurer

FY 2007-08 Budget Impact:

The Department will not receive significant conversion funding to offset increased costs associated with training, rollout, and implementation of the new system. Since the State will not provide additional funding for these efforts, it will be necessary for DCSS to absorb the increased workload for these projects within existing staffing levels.

2. Helping Obligor's that are "Unable" to Pay Support

Major Issue to be addressed:

- DCSS takes over 200 obligors to court each year on contempt charges for failure to pay support, of which approximately 20% consistently make payments after the contempt hearing. The issue remains, how to best address the inability to pay for the remaining 80%? Is the current option of jail time the best alternative?

Alignment to Shared Vision:

- Realize the Potential of Our Diverse Population

Goal:

- Increase child support payments from parents that have failed to pay support due to personal obstacles such as mental health issues, incarceration records, substance abuse, and language barriers or illiteracy

Objectives:

- Increase the child support payments from formerly nonpaying obligors by identifying obligors who could benefit from the COAP program: June 2008
- Develop collaborations with other County departments and community-based groups to provide services for "unable to pay" parents
- Through the SB 1483 Expedited Modification Project, develop a business plan to identify and modify court orders that are inconsistent with obligors' earning abilities: July 2007
- More effectively use the Department's vast array of legal tools to leverage client participation in appropriate programs available through Peninsula Works, Opportunities Industrialization Center West (OICW), Probation (Bridges), and other programs to address barriers to employment: January 2008
- Identify ways to reach out to illegal or undocumented nonpaying obligors and address the underlying issues behind noncompliance
- Increase the Department's overall effectiveness and efficiency in collecting child support from individuals who have historically been unable to pay

Major milestones:

- Analyze data to assess underlying issues behind ongoing noncompliance with a child support order: June 2007
- Meet with potential partners to discuss new and improved collaborations: August 2007

- If partners are interested, develop a pilot project plan and explore funding options: September 2007
- Implement pilot project of limited scope: January 2008
- Evaluate pilot: June 2008
- If successful and financially feasible, expand the program and improve collections

Partners:

- Human Services Agency
- Mental Health
- Correctional Services
- Sheriff's Office
- Probation Department
- Superior Court
- Veteran's Administration
- Fatherhood Collaborative
- Community-based organizations such as Project 90, Family Service Agency, Project READ, and Service League

FY 2007-08 Budget Impact:

By increasing the Department's effectiveness and efficiency in collecting child support from historically non-compliant obligors, DCSS is better able to redirect resources to other challenges such as staffing for conversion projects and responding to new State mandates. Additionally, if the Department is able to efficiently enforce child support by expanding lower cost collaborative efforts with other County Departments and community-based organizations—such as Probation, Health, OICW, Human Services, Veteran's Administration, Service League, and the Fatherhood Collaborative—the result will be a reduction in costs and in workload for historically more expensive enforcement activities such as prosecution of non-compliant obligors via court actions.

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of child support cases	14,750	14,284	14,000	14,000	13,750
Total number of medical support cases	8,081	7,964	7,000	7,000	7,100
Total number of children served in all case categories (current, arrears, and medical)	20,798	20,140	19,700	19,700	19,650
How Well We Do It (Quality)					
Total amounts of child support collected (in millions)	\$30.0	\$30.0	\$29.3	\$29.1	\$29.0
Percent of cases with orders for child support	85.0%	88.5%	88.5%	88.5%	88.8%
Is Anyone Better Off? (Outcome)					
Percent of dollars of current child support owed that is paid	59.7%	60.0%	61.0%	61.0%	61.0%
- Bay Area average	56.0%	57.0%	57.1%	N/A	N/A
- State average	48.0%	49.0%	50.4%	N/A	N/A
Percent of cases that receive a payment toward arrears	65.7%	61.2%	65.2%	65.2%	65.5%
Percent of cases with a medical insurance order where medical insurance is being provided by the obligor ⁽¹⁾	55.0%	47.5%	46.7%	46.7%	47.0%
Percent of former and never assisted cases receiving a current child support payment	80.5%	79.0%	80.0%	80.3%	80.5%

⁽¹⁾ The CASES automated system misreported medical insurance statistics in FY 2005-06 and FY 2006-07. In September 2006, a system change was implemented to exclude arrears-only cases from the numerator for health insurance orders. Prior to this time, the system overstated the number of cases where health insurance was ordered and needed enforcement.

Department of Child Support Services (2600B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
TOTAL SOURCES	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
REQUIREMENTS						
Salaries and Benefits	9,103,795	8,797,713	9,472,712	9,447,751	(24,961)	9,447,751
Services and Supplies	616,846	858,711	591,250	561,300	(29,950)	561,300
Other Charges	1,431,267	1,407,567	1,438,042	1,368,823	(69,219)	1,314,167
TOTAL REQUIREMENTS	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
AUTHORIZED POSITIONS						
Salary Resolution	112.0	107.0	102.0	98.0	(4.0)	98.0
Funded FTE	111.2	105.6	100.8	96.7	(4.1)	96.7

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$124,130 or less than 1% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$124,130 in this funding source primarily due to a reduced level of funding received from the California Department of Child Support Services, partially offset by an additional one-time State allocation of \$54,656 to support the transition to the California Child Support Automated System (CCSAS).

TOTAL REQUIREMENTS

Total Requirements decreased by \$124,130 or less than 1% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$24,961 in this expenditure category. Merit increases and negotiated labor increases have been included, as well as mid-year position changes. A total of four vacant positions have been deleted—one Lead Office Assistant, one Paralegal, and two Child Support Technicians.

Services and Supplies

There is a decrease of \$29,950 in this expenditure category due to various incremental adjustments in various expenditure categories, including contract data processing services, due to the Department's anticipated transition to CCSAS in December 2007.

Other Charges

There is a decrease of \$69,219 in this expenditure category primarily due to a reduction in County Facility Rental Charges achieved by consolidating staff and vacating unused office space.

NET COUNTY COST

The Department's FY 2007-08 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources decreased by \$54,656 from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$54,656 in this funding source due to elimination of one-time funding from the California Department of Child Support Services for costs associated with conversion to CCSAS. It is anticipated that the State will hold all other funding allocations flat for FY 2008-09.

TOTAL REQUIREMENTS

Total Requirements decreased by \$54,656 from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is no net change in this expenditure category due to a reduction of \$436,880 to offset Salary and Benefit increases in FY 2008-09.

Other Charges

There is a reduction of \$54,656 in this expenditure category due to elimination of prior year one-time costs associated with conversion to CCSAS.

NET COUNTY COST

The Department's FY 2008-09 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

Department of Child Support Services (2600B)

Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	112.0	107.0	102.0	98.0	(4.0)	98.0
Funded FTE	111.2	105.6	100.8	96.7	(4.1)	96.7
Total Requirements	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
Total Sources	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218

Program Net County Cost

The Department's FY 2007-2008 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; reduction in Worker's Compensation Charges based upon prior history; reduction in contract, postage and mailing, and other operating expenses; and decreased telephone and automation charges due to the centralization of various functions in anticipation of conversion to CCSAS in December 2007. Revenue adjustments include an estimated State funding decrease of \$178,756, partially offset by additional one-time State allocation of \$54,656 for conversion activities to support the CCSAS transition.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(124,130)	169,946	0	0	294,076	0

2. Elimination of Vacant Positions

Four vacant positions are being eliminated to meet the cost of negotiated labor increases and align the Department's budget with State funding allocation: one Lead Office Assistant, one Paralegal, and two Child Support Technicians. These positions are no longer essential to program performance outcomes due to a shift in workload and staffing to meet the changing demands of CCSAS.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(294,076)	0	0	(294,076)	(4)

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(124,130)	(124,130)	0	0	0	(4)

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; Intergovernmental Revenues adjustments to reflect an expected flat allocation from the California Department of Child Support Services; and elimination of prior year one-time State funding and associated expenditures related to the transition to CCSAS.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(54,656)	382,224	0	0	436,880	0

4. Position Elimination

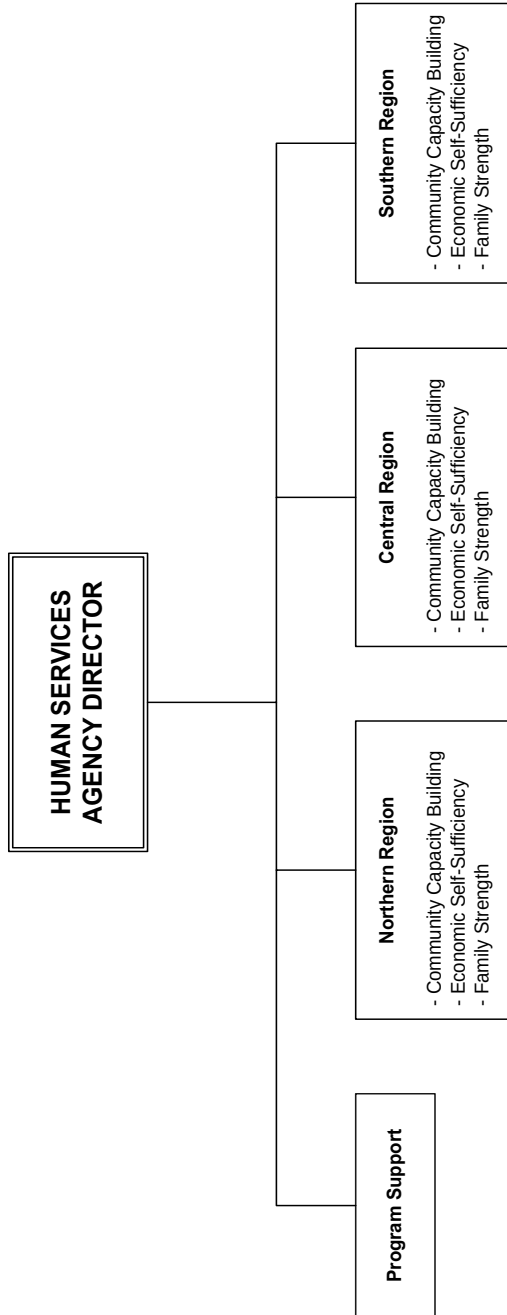
Without additional funding from the State, the Department will need to eliminate positions to meet increased personnel costs. The number and type of positions will be determined during the FY 2008-09 budget process.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(436,880)	0	0	(436,880)	0

TOTAL FY 2008-09 FUNDING ADJUSTMENTS

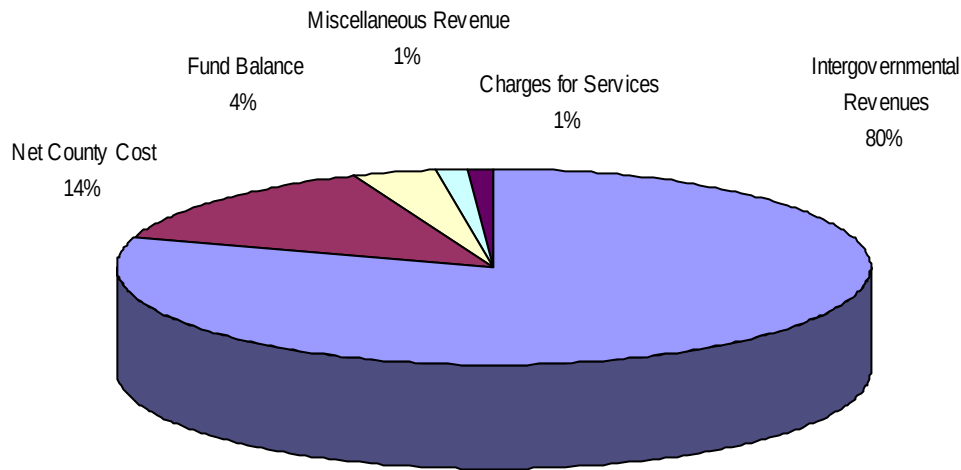
Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(54,656)	(54,656)	0	0	0	0

HUMAN SERVICES AGENCY

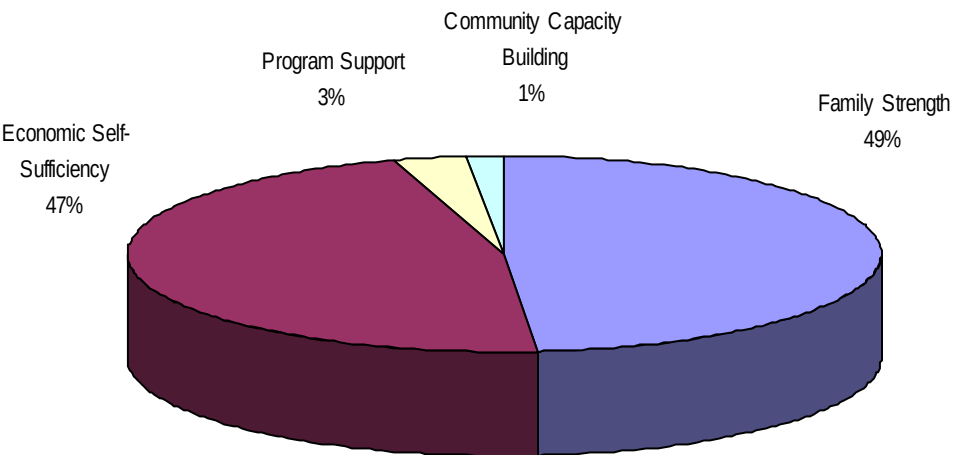


Human Services Agency

FY 2007-08 Recommended Sources



FY 2007-08 Recommended Requirements



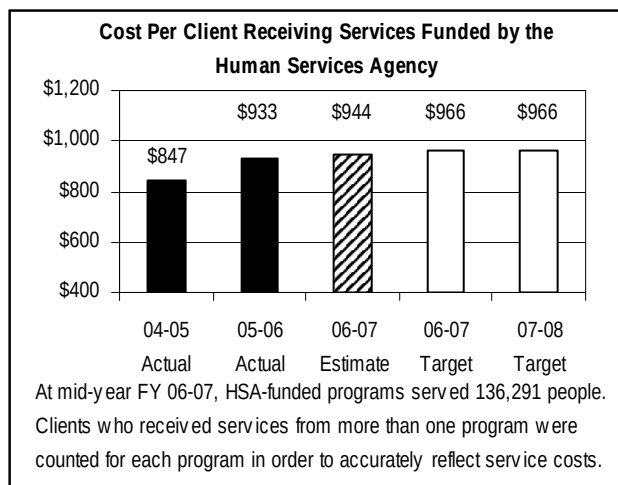
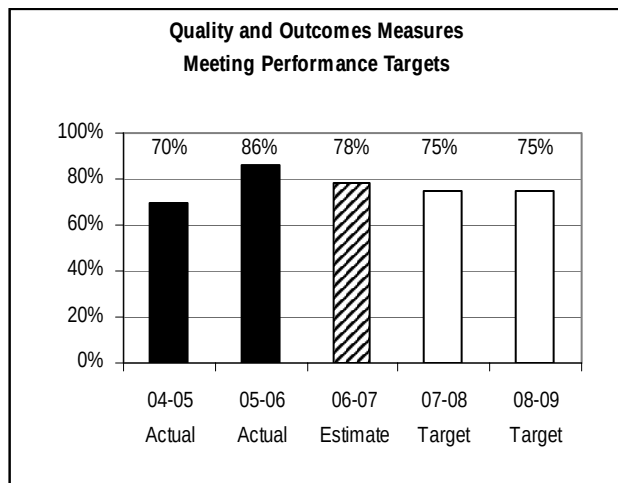
Agency Locator

County

Children, Youth and Family Services
First 5 San Mateo County of San Mateo
Department of Child Support Services

► Human Services

Agency Measures



Agency Mission Statement

The Human Services Agency (HSA) serves as a catalyst for the creation of a system of public and private efforts directed toward ensuring that all individuals and families become healthy, productive, and contributing members of the San Mateo County community.

Contributions to Shared Vision 2010 (Fiscal Years 2000 – 2006)

PEOPLE

Provide Equal Access to Educational Opportunity

- **Childcare Subsidy Pilot**

Initiated a childcare subsidy pilot project that responds to childcare demands in high cost of living areas, enabling the County to increase the statewide income eligibility exit limit, create an extended family fee schedule, and increase the reimbursement rate. Since its implementation, the child days of enrollment have increased 8.1%, resulting in 194 more low-income children receiving full-time care in FY 2005-06.

- **Pre-School for All**

Invested \$1.75 million in matching funds over three years in the Pre-School for All program. This initiative has received \$10 million in funding commitments for its first three years from the County, State, and private foundations. In FY 2005-06, 140 new and 452 upgraded slots were provided to children.

Ensure Basic Health and Safety for All

- **Stipends for Foster Youth**

In July 2005, the Board of Supervisors allocated \$180,000 to subsidize rent for former foster youth who are going to school and working in order to improve housing, employment, and training opportunities—45 youth are in apartments with an average subsidy of \$750 month.

- **Foster Parents**

Improved support of foster parents through the Foster Parents' Bill of Rights, expanded the role of the Foster Parent Liaison, issued a foster parent advocate Request for Proposals (RFP), and awarded a foster parent advocacy contract. Held four Strengthening Partnerships workshops that trained 316 participants, including 78 foster parents in addition to social workers, attorneys, and community members.

- **Differential Response**

Piloted Differential Response (DR), an early intervention response system to keep children safe. Developed and implemented the Community Approach to Relating and Engaging (CARE) system that will permit community partners to coordinate services to children and families served through the DR program.

- **Child Welfare System Improvement**

Prepared and implemented the Child Welfare Redesign and System Improvement Plan (SIP) to strengthen child welfare services and improve outcomes for children and families.

- **Partners for Safe and Healthy Children (PSHC)**

Launched the PSHC program, working in tandem with the Health Department. PSHC provides assessment, treatment, and intervention services to children ages 0 to 5 and their parents who have open or voluntary child welfare cases, in order to

improve the health and well-being of the county's youngest children at risk of child abuse and neglect.

- **Family Resource Centers**

Expanded and enhanced the 14 school-based Family Resource Centers that are designed to meet multiple needs of residents and their communities.

- **Health Insurance and Food Stamp Telecenter (HIT)**

Launched HIT to improve customer service for Medi-Cal and Food Stamp clients and meet growing Medi-Cal caseload maintenance needs. Service delivery has been streamlined to provide immediate response to client inquiries and requests—the average wait time for calls is now within 60 seconds.

- **Children's Health Insurance**

Collaborating with the Children's Health Initiative (CHI), an aggressive outreach campaign was conducted to enroll eligible children in Medi-Cal, Healthy Families, or Healthy Kids insurance programs. Children's insurance enrollments in these programs have increased dramatically over the last four years, to a current level of approximately 39,000 as of June 2006.

- **Needs Assessments**

Completed community needs assessments with recommendations to enhance the adequacy of the safety net for vulnerable populations and improve strategic planning in the prevention and treatment of alcohol and drug abuse.

- **Grants for Substance Abuse Treatment**

Awarded three new Center for Substance Abuse Treatment (CSAT) grants totaling \$3.8 million dollars over three years. The grants will: (1) continue and expand the successful drug court program to serve 228 adolescent girls; (2) provide culturally sensitive primary treatment to 171 individuals using methamphetamines and other stimulants through the Coastsides project; and (3) provide culturally sensitive family treatment to 165 Asian-American/Pacific Islander youth and 240 family members.

PLACE

Offer a Full Range of Housing Choices

- **Housing Trust Fund**

Provided \$1 million in seed funding to create the Housing Endowment and Trust (HEART), which works to develop affordable housing.

- **Ten Year Plan to End Homelessness**

Completed the Ten Year Plan to End Homelessness in San Mateo County document, titled "*Housing Our People Effectively*" (HOPE), with involvement of over 150 community members, business and non-profit sectors, and consumers. Created the Interagency Council and a Lead Persons Collaborative to implement the 10 key action steps.

- **Supportive and Affordable Housing**

Continued ongoing work with private developers, non-profit organizations, cities, and other County departments to plan, construct, and expand temporary shelter, transitional, supportive, and affordable housing. In partnership with other agencies, produced 71 units of permanent supportive housing for homeless people with disabilities.

- **Homeless Management Information System**

Implemented the San Mateo County Homeless Management Information System to enable data accessibility as a guide to decision making in preventing and ending homelessness.

- **Housing Vouchers**

Received \$3.6 million from the U.S. Department of Housing and Urban Development to provide intensive case management and to issue housing vouchers to prevent homelessness through a joint effort with the Housing Authority, Alcohol and Other Drug Services, and Mental Health.

PROSPERITY

Create Opportunities for Every Household to Participate in Our Prosperity

- **Federal Earned Income Tax Credit**

Partnered with the non-profit Coastsides Opportunity Center in delivering the Earned Income Tax Credit (EITC) initiative to serve 3,016 people. Over the past five years, 1,481 clients qualified for a tax credit and \$1.3 million in total refunds have been received averaging \$915 per client.

- **Workforce Investment Board (WIB)**

Received the National Association of Counties (NACO) Innovations in Human Services Award, a Recognition of Excellence Award from the Department of Labor, and a State Chancellors Office Excellence in Partnership Award for the WIB's Biotechnology Program.

- **Bio-Tech Consortium**

Launched the Bay Area Bio-Tech training program, under the auspices of the WIB, placing over 80% of its students into new jobs in FY 2003-04. Subsequently formed a regional partnership with the Alameda County WIB, which was awarded a \$2 million federal expansion grant and has trained over 150 job seekers with a placement rate of 75%.

- **PeninsulaWorks**

Served 20,089 clients in FY 2005-06 at the four PeninsulaWorks employment centers. Provided training and intensive services to 954 clients, who achieved a 51% job placement rate.

- **Jobs for Youth**

Served 1,401 youth ages 14 to 21 in FY 2005-06 seeking part-time or full-time employment, placing 333 in jobs and providing the remainder with job search and job preparation skills.

- **Airport Employment Center**

Opened an airport employment service center during the economic downturn of 2002, serving 5,000 dislocated workers up to its closure in 2004. This Rapid Response team approach was also utilized following the decline of the dot.com industry.

- **Day Worker Center**

Opened a Day Worker Center in the North Fair Oaks Center of Redwood City to match employers with job seekers, and to address the safety needs and concerns of day workers and neighborhood constituents. On a daily average basis, the Center serves 26 workers, assists four employers, and makes eight job placements.

- **CalWORKS Information Network**

Implemented the new CalWORKS Welfare Information Network (CalWIN)—a computer benefits issuance system replacing the 30-year old Welfare Case Data System (WCDS)—that will streamline services for approximately 29,000 clients.

Sow the Seeds of Our Future Prosperity

- **Gateway Program**

Launched the Gateway program, which conducted three training classes serving over 80 disadvantaged youth and adult clients.

- **Workforce Investment Act Grants**

Secured a Skills Testing and Reemployment (STAR) grant in the amount of \$600,00—in collaboration with the North Valley (NOVA) Workforce Board—providing skill testing, assessment, and reemployment services to 100 dislocated workers in the county, and training services to 40 of those clients.

- **Emancipated Foster Youth**

Set aside \$750,000 to purchase an apartment complex in North County for emancipated foster youth.

PARTNERSHIPS

Responsive, Effective and Collaborative Government

- **Consumers with Barriers to Employment**

Collaborated with the California Department of Rehabilitation to provide employment services to consumers with barriers to employment. In FY 2005-06, served 527 consumers and placed 201 in jobs through the Mental Health and HSA Cooperatives.

- **Indigent Healthcare**

To ensure program integrity, partnered with the San Mateo County Medical Center to review a 20% sample of WELL (Wellness Education Linkage and Low Cost) and Discounted Healthcare enrollments for the Indigent Healthcare Pilot project that began in December 2005. Project activities will continue until June 30, 2007.

Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

- **Violence Prevention**

Joined the East Palo Alto community in developing major violence prevention initiatives and supported the successful grant application for One East Palo Alto to conduct community engagement activities to improve youth employment.

- **Proposition 36 Funding for Alcohol and Other Drug (AOD) Treatment Programs**

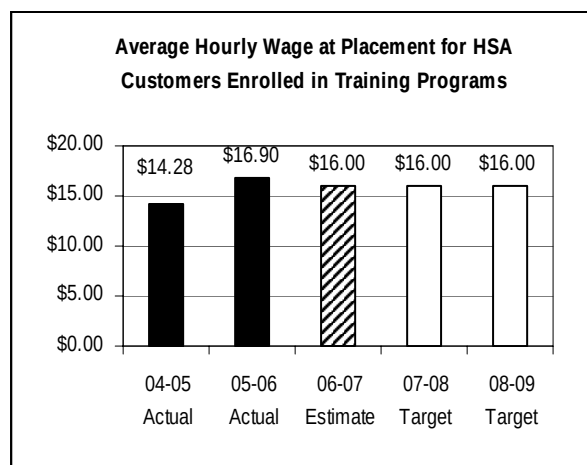
Implemented Proposition 36 (Substance Abuse and Crime Prevention Act of 2000) through a collaborative effort between Alcohol and Other Drug Services and several partnering jurisdictions. Since inception in July 2001 through June 2006, AOD has served 1,867 clients admitted to treatment programs supported by Proposition 36 funds.

- **Children's Health Initiative (CHI)**

Participated in a multijurisdictional partnership to create the CHI, which aims to expand health insurance coverage for children throughout the county.

- **Employment Services to Foster Youth**

Provided one-on-one employment services assistance—through a collaboration between the WIB and Adolescent Services—to 101 school-age foster youth preparing to emancipate from the foster care program. The primary goals are to increase foster youth staying in school and attaining job skills.



Major Accomplishments in FY 2006-07

Realize the Potential of our Diverse Population

- Partnered with the East Palo Alto community to reduce violence through programs such as the Violence Prevention and Alternatives Task Force, Weed and Seed Program, and EPA Summer Employment Program.

Ensure Basic Health and Safety for All

- Fully implemented Differential Response (DR) countywide and offered services to over 2,000 families, resulting in a 50% engagement rate.

Offer a Full Range of Housing Choices

- Developed a fiscal foundation and initiated planning to create a transitional housing facility for emancipated foster youth with a

\$750,000 funding agreement from the City of South San Francisco matched by \$750,000 from the Board of Supervisors.

- Implemented first year of the Ten Year Plan to End Homelessness.

Create Opportunities for Every Household to Participate in Our Prosperity

- Finished a CalWORKs client needs assessment to appropriately direct services.
- As a result of the Temporary Assistance to Needy Families (TANF) reauthorization, developed a CalWORKs plan addendum that defines engagement expansion strategies to increase the work participation rate.
- Developed and implemented a Food Stamp outreach plan, resulting in enrollment of 100 additional eligible low income persons in the Food Stamp program.

Sow the Seeds of our Future Prosperity

- Placed in employment 79% of hard-to-serve disadvantaged youth and adults trained through the "Gateway Model" in FY 2005-06 and 2006-07. This training program raises clients' Math and English abilities from 8th grade to 10th grade skill level, enabling those clients to access further education and training opportunities.

Responsive, Effective, Collaborative Government

- Promoted leadership, career development, and succession planning by: (a) graduating the 11th cohort of Agency staff selected for the Executive Development Program of the Bay Area Social Services Consortium; (b) implementing the Development Directory; (c) enhancing Employee Development Plans; (d) coaching, mentoring, and job shadowing; (e) piloting a project to assure knowledge continuity in Agency financial management; and (f) initiating actions to improve consistency in the Agency-wide employee performance appraisal process.
- Started Council on Accreditation (COA) self-studies—led by more than 20 Agency senior managers and supervisors—to demonstrate progress in implementing more than 500 best practice standards. Trained more than 30 Agency staff on implementing COA standards as ongoing performance and quality improvement practices.
- Developed and enhanced three strategic information systems to track clients and services provided by community partners: (1) management reporting systems for HOPE and HMIS (Homeless Management Information System) enable data accessibility to guide decision making in preventing; (2) enhancements to the DAISY (Drug and Alcohol Systems for You) system enable tracking outcomes identified in the AOD Strategic Directions 2010 Plan and adherence to state/federal reporting requirements; and (3) the CARE (Community Approach towards Relating and Engaging) system captures information regarding families who are utilizing DR services through HSA's community partners to better identify community service needs.

Leaders Work Together Across Boundaries to Preserve and Enhance our Quality of Life

- Created a collaboratively developed Alcohol and Other Drug Services Strategic Plan titled "*Strategic Directions 2010: Challenges and Choices*." The 11-month planning process included ten two-hour focus groups, a 25-member strategic planning stakeholder group, a prevention subcommittee, and four priority population subcommittees.

Major Issues to be Addressed

- **Sharing Responsibility for Well-Being of Children and Families**—the Agency must be mindful of how best to foster shared responsibility for well-being of individuals, children, and families given increasing financial pressures on its clients, and the increasing number of clients who present multiple and complex needs. Issues include: (a) promoting countywide coordination of prevention priorities such as ending homelessness, preventing hunger, preventing domestic violence, strengthening child welfare, preventing alcohol and drug abuse, and fostering stable self-sufficiency; (b) reaching and serving children and families faster to reduce the need for back-end services; (c) fostering a strong prevention-driven, family strength-oriented community continuum of care; and (d) partnering with community organizations as they provide prevention and early intervention services. Ongoing communication with state and federal policy-makers is essential to assure all individuals, children, and families are healthy, productive, contributing members of the community.
- **Achieving Client Outcomes**—the Agency is challenged to promote stable economic self-sufficiency outcomes for individuals and families who struggle to make ends meet in a county with a high cost of living, a deepening chasm between affluence and poverty, rising underemployment, and limited job placement options with liveable wages. CalWORKs welfare-to-work client participation in employment must increase and fiscal sanctions be avoided. Client outcomes should promote stability and permanency in living situations for families, children, and youth, especially those emancipating from the foster care system. Positive client outcomes are sought as the Agency works to prevent and treat alcohol and drug abuse, and to provide an adequate safety net including food and shelter for all. Improving client outcomes involves addressing disproportionality in child welfare and self-sufficiency programs, assuring that all services are culturally responsive, meeting language needs of clients, and efficiently serving clients with co-occurring disorders.
- **Creating a Culture of Excellence**—the Agency must strive for a culture of excellence that: (a) removes internal barriers preventing effective outreach to assure individual and family well-being; (b) implements best practice standards of the Council on Accreditation (COA) as part of ongoing performance and quality improvement; (c) assures timeliness, speed, resilience, and reliability of service-critical computer resources; (d) demonstrates public accountability by reporting client and community outcomes; (e) assures regional consistency, integrated service delivery, and improved internal

communications; and (f) responds strategically to align service delivery systems to changes in population demographics.

- **Assuring Organizational Capacity**—paradoxically, in a job-surplus county environment, the Agency faces a shortage of people who can deliver human services. To assure a prepared, motivated, and diverse workforce and meet increasing demands on staff and community partners to know more, the issues to be addressed include: (a) finding ways to recruit and retain qualified, culturally competent staff, especially bilingual staff capability; (b) increasing staff knowledge and skills to deliver integrated human services; (c) developing succession planning and knowledge capture projects; and (d) ensuring providers are trained to treat the complexity of client need.

Key Department Initiatives

1. CalWORKs Family Engagement

Major Issues to be addressed:

- Identifying and removing barriers that prevent employment
- Connecting available jobs to CalWORKs participants skills
- Protecting children when families are sanctioned
- Enhancing employment skills tailored to CalWORKs families

Alignment to Shared Vision:

- Create Opportunities for Every Household to Participate in Our Prosperity

Goals:

- Help low income families achieve self-sufficiency
- Reduce the number of families who are sanctioned
- Expand work and employment-related activities available to help clients meet their work participation requirements
- Prevent recycling of CalWORKs participants
- Ensure children are protected when families are sanctioned
- Renew and refocus the CalWORKs program and staff skills around engagement and retention and prevention of sanctions

Objectives:

- Increase the Work Participation Rate (WPR) by removing barriers to employment
- Engage a higher percentage of CalWORKs participants in countable work-related activities
- Enhance employment skills through individual assessments and training
- Make systems enhancements to improve customer service
- Use the Agency-wide accreditation process to achieve best practices in the CalWORKs program

Major Milestones:

- Establish a CalWORKs community advisory committee to help identify program successes and recommended areas for improvement, support community outreach, and serve as the umbrella for community engagement

- Create an internal work participation review team to review data, reports, outcomes, and progress in achieving CalWORKs goals
- Complete COA self-studies to demonstrate progress in implementing best practices in the CalWORKs program
- Redesign lobby and reception areas to focus on work by creating a Wall of Success in the lobby area to identify those who have obtained jobs
- Orient all Agency staff around the renewed focus on early client work engagement philosophy
- Enhance welfare to work orientations to be more responsive to participant needs
- Improve coordination of services through regular reporting and staff discussion of crossover cases with Children and Family Services
- Establish specialized Engagement and Retention Teams to re-engage participants at risk of sanctions or noncompliance
- Partner with the community college district to tailor programs to meet the needs of the CalWORKs population

Partners:

- Community Colleges
- Businesses
- Workforce Investment Board
- Early care and education community
- County Office of Education Regional Opportunity Program
- Vocational Rehabilitation
- Alcohol and Other Drug Services
- Health Department
- Mental Health Services
- Probation Department
- Human Resources Department
- Other County departments
- Labor
- Employment, training, and workforce development providers
- Community-based organizations
- Faith communities
- Board of Supervisors
- County Manager's Office

FY 2007-08 Budget Impact:

A moderate increase in resources is proposed including six additional positions to create an engagement and retention team. Redirection of current resources will enable modeling of best practices. Community involvement and accreditation success are essential, as are availability of General Fund resources, adequate State funding, and continued ability to identify and leverage funding.

2. Child Welfare Systems Improvement

Major Issues to be Addressed:

- Strengthening San Mateo County's child welfare system through integration of quality improvement opportunities at the federal, state, and local levels
- Responding to federally mandated changes in the way AB 636 child welfare outcomes are measured
- Submitting the next Three Year System Improvement Plan (SIP) to the Board of Supervisors for approval per requirements of the California Child and Family Services Triennial Review Schedule
- Improving outcomes for emancipating foster youth who face challenges of homelessness, unstable housing, unemployment, lack of permanent connections, and limited independent living skills

Alignment to Shared Vision:

- Ensure Basic Health and Safety for All

Goals:

- Children are protected from abuse and neglect
- Children have permanence and stability in their living situations without increasing entry into foster care
- Family relationships and connections to children will be preserved as appropriate

Objectives:

- Implement the Child Welfare Systems Improvement Plan (SIP) as updated
- Use the Agency-wide accreditation process to achieve best practices in SIP services
- Complete COA self-studies to demonstrate progress in implementing best practices in Children and Family Services
- Provide an independent living skills program for youth ages 14-15; provide additional housing stipends to meet the needs of emancipated youth; and develop a South San Francisco apartment complex for emancipated youth
- Offer team-based decision making for every change of placement
- Provide expanded services for all kin caregivers/kin families in the county to support stable family connections
- Maintain existing and increase new homes by 10% through recruitment of new foster, kin, and adoptive homes
- Develop community services with partners, parents, and youth that reduce the re-entry of children into the foster care system
- Assess capacity and availability of mental health services for children and their families, including analysis of linkages among mental health services, Children and Family Services, PSHC, and AOD services

Major Milestones:

- Complete COA self-studies in Children and Family Services
- Provide expanded services for all kin caregivers/kin families
- Develop community services that reduce the re-entry of children into the foster care system

- Provide an independent living skills program for youth ages 14-15; additional housing stipends for emancipated foster youth; and develop a South San Francisco apartment complex for emancipated foster youth

Partners:

- County Board of Supervisors
- County Manager's Office
- Department of Housing
- Health Department
- Probation Department
- Superior/Juvenile Courts
- Children and Youth System of Care
- Youth Services Center
- Other County departments
- Community-based organizations
- Foundations

FY 2007-08 Budget Impact:

A minimal increase in resources. Successful implementation assumes continued compliance with state and federal outcome measures to receive State funding, ability to identify and leverage additional funding, and availability of General Fund resources. Accreditation will require some redirection of staff resources and addition of consulting services. Acquisition of State funding for the Transitional Housing Program-Plus will support the success of the Board of Supervisors' Pilot Housing Stipend Program. Redirecting existing resources will help to fund the ongoing management of supportive housing for emancipated foster youth.

3. Prevention and Partnering to Improve Lives

Major Issues to be Addressed:

- Fostering countywide coordination and partnerships to address priorities on ending homelessness and preventing hunger; preventing domestic violence; strengthening child well-being through the DR system, Family Resource Centers, and community schools; preventing alcohol and drug abuse; preventing gang and other youth violence; and promoting stable self-sufficiency
- Enhancing shared responsibility with other County departments and community partners for the well-being of individuals, children, and families
- Supporting community capacity to deliver human services

Alignment to Shared Vision:

- Leaders Work Together Across Boundaries to Preserve and Enhance Our Quality of Life

Goals:

- Serve and reach families and children sooner to reduce the need for back-end services
- Increase the alignment of prevention initiatives between Agency programs and those of the larger community

- Create reliable performance information on outcomes of Prevention and Early Intervention (PEI) initiatives

Objectives:

- Remove barriers that prevent family well-being in order to serve individuals, children, and families sooner
- Continue implementation of plans with a strong prevention focus (e.g., Ten Year Community Plan to End Homelessness, first year of AOD Strategic Directions 2010 recommendations, and Child Welfare Systems Improvement Plan)
- Support community organizations as they provide PEI services
- Use the Agency-wide accreditation process to achieve best practices in PEI outcomes

Major Milestones:

- Initiate and implement a new Human Services Agency Strategic Plan for 2007-2012
- Implement recommendations generated from environmental scan of gaps in the existing PEI continuum
- Develop a system to capture outcome information about the Family Resource Centers and Family Self-Sufficiency Teams
- Complete COA self-studies to implementation of best practice standards in PEI programs
- Implement recommendations of the Safety Net needs assessment
- Implement AOD strategic plan recommendations to take a broader countywide approach toward achievement of system-wide improvements
- Support the second year implementation of HOPE
- Convene a task force to look at issues of hunger and food insecurity
- Support activities underway to prevent domestic violence

Partners:

- Board of Supervisors
- County Manager's Office
- Community partners and community-based organizations
- Faith communities
- Health Department
- Probation Department
- Sheriff's Office
- Other County departments
- Peninsula Library System Community Information Program
- Municipalities
- Schools
- Foundations
- Thrive

FY 2007-08 Budget Impact:

Moderate increases in resources, given current fiscal year allocations to implement the AOD Strategic Plan, Safety Net

Needs Assessment, HOPE, COA activities, the PEI environmental scan, and coordinate domestic violence services. To begin or continue implementation of milestones, resources are proposed for consultant contracts and 1.3 FTE new positions. Some staff assignments will be redirected, as well as carryover of current funding. Sustaining the Accreditation initiative will require long-term, sustainable resources—leveraging of existing funding, and reliance on community partnering to identify long-term cost savings and community impact, are also necessary components.

Other Significant Objectives by Program

The Human Services Agency includes the following programs:

- Program Support
- Community Capacity Building
- Economic Self-Sufficiency
- Family Strength

The following program objectives will significantly contribute to Agency success (additional program-level objectives are included in individual Program Plans):

Community Capacity Building

- Continue implementation of the second year of the Ten-Year Plan to End Homelessness

Economic Self Sufficiency

- Continue to implement strategies identified in the Food Stamp outreach and enrollment plan, including a Hunger and Food Security Task Force to coordinate the countywide effort on hunger and food security
- Increase services to promote job retention and career advancement for CalWORKS recipients who leave with employment
- Continue to assess and operationalize impacts and changes in business practices resulting from CalWIN implementation

Family Strength

- Implement the first year of AOD *Strategic Directions 2010* recommendations
- Reduce out-of-home placement rates by ensuring adequate DR services are established throughout the county

Program Support

- Achieve COA accreditation to foster organizational excellence and ensure the Agency operates according to COA national best practice standards for services to children and families
- Develop and implement the next phases of Agency succession planning, including projects to preserve and transfer critical operational knowledge among current employees and from current employees to successor employees
- Begin development of a Business Systems disaster recovery strategy by completing an assessment of service-critical computer resources

Human Services Agency (7000D) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property		27,828	28,587	31,372	2,785	31,372
Intergovernmental Revenues	132,740,881	139,393,082	162,851,257	168,797,929	5,946,672	169,990,035
Charges for Services	1,356,590	1,703,038	2,296,282	2,336,662	40,380	2,336,662
Interfund Revenue	43,210	38,887	68,645		(68,645)	
Miscellaneous Revenue	3,721,986	3,238,571	2,991,896	2,681,394	(310,502)	2,681,394
Total Revenue	137,862,668	144,401,407	168,236,667	173,847,357	5,610,690	175,039,463
Fund Balance	6,166,477	7,435,341	6,732,355	8,106,433	1,374,078	5,292,773
TOTAL SOURCES	144,029,145	151,836,748	174,969,022	181,953,790	6,984,768	180,332,236
REQUIREMENTS						
Salaries and Benefits	65,519,284	71,349,128	82,732,824	89,787,608	7,054,784	93,385,932
Services and Supplies	35,462,260	40,906,334	50,884,184	58,171,939	7,287,755	54,880,020
Other Charges	74,335,217	74,059,069	86,552,350	84,224,207	(2,328,143)	84,003,240
Fixed Assets	152,218	185,776	506,000	992,000	486,000	
Other Financing Uses	293,196	285,605	311,738	311,559	(179)	311,559
Gross Appropriations	175,762,175	186,785,912	220,987,096	233,487,313	12,500,217	232,580,751
Intrafund Transfers	(19,787,618)	(20,232,654)	(24,503,933)	(27,497,986)	(2,994,053)	(26,593,732)
Net Appropriations	155,974,557	166,553,258	196,483,163	205,989,327	9,506,164	205,987,019
Contingencies/Dept Reserves	4,086,733	4,330,306	4,627,320	5,292,773	665,453	5,292,773
TOTAL REQUIREMENTS	160,061,290	170,883,564	201,110,483	211,282,100	10,171,617	211,279,792
NET COUNTY COST	16,032,145	19,046,816	26,141,461	29,328,310	3,186,849	30,947,556
AUTHORIZED POSITIONS						
Salary Resolution	738.0	796.0	846.0	875.0	29.0	875.0
Funded FTE	732.3	781.8	829.5	870.7	41.2	870.7

FY 2007-08 Budget Overview

TOTAL SOURCES

Total Sources increased by \$6,984,768 or 4.0% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Use of Money and Property

There is an increase of \$2,785 in this funding source due to increased rental reimbursements for a County-owned facility occupied by a residential substance abuse treatment provider, commensurate with increased charges from the Public Works Department for facilities maintenance and operational expenditures.

Intergovernmental Revenues

There is a net increase of \$5,946,672 in this funding source. Increases include: \$6 million in Eligibility Determination; \$884,000 in Child Welfare Services; \$850,000 in Foster Care caseload; \$500,000 to implement the CalWORKs Work Participation Engagement and Retention Program; \$370,000 to expand the Transitional Housing Plus services for youth; \$250,000 in Work First and various other programs; \$240,000 in Adoptions Services; \$140,000 for a State Offender Treatment Program Grant award; \$189,000 in Assistance Payments; and \$70,000 in miscellaneous State allocations. These increases are offset by a reduction of \$3.2 million in Stage I Child Care revenues that reflects a reduction in appropriations commensurate with anticipated expenditure levels, and a reduction of \$330,000 for a State Department of Labor Grant.

Charges for Services

There is an increase of \$40,380 in this funding source due to anticipated moderate growth rate in the Vocational Rehabilitation Services Work Center revenues.

Interfund Revenue

There is a decrease of \$68,645 in this funding source reflecting correction of a FY 2006-07 budgeting inconsistency.

Miscellaneous Revenue

There is a decrease of \$310,502 in this funding source due to \$129,000 in lower Family Resource Center Collaborative reimbursements for out-posted staff, \$61,000 in lower Foster Family Agency reimbursements, a loss of \$56,000 in rental income from the Employment Development Department, the end of a \$54,000 Lucile Packard grant for DR, a reduction of \$50,000 in the Statham Trust Fund for use in the AOD Strategic Plan implementation initiative, and \$34,000 less in miscellaneous funding for the Jobs for Youth Program.

Fund Balance

There is an increase of \$1,374,078 in this funding source, primarily due to increased revenue in FY 2006-07.

TOTAL REQUIREMENTS

Total Requirements increased by \$10,171,617 or 5.1% from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$7,054,784 in this expenditure category reflecting an increase of \$3.9 million in annualization of merit increases, mid-year position changes, and negotiated labor costs, plus an increase of \$3.1 million for 29 new positions in the Agency.

Services and Supplies

There is a net increase of \$7,287,755 in this expenditure category due primarily to increases of: \$3.7 million in internal charging, increases in labor costs from Program Support, and other increased operational costs; \$804,000 for developing a computer-based system to collect performance data for Family Resource Centers, Family Self-Sufficiency Teams, and Team Decision Making Teams, and for central data center and server upgrades; \$701,000 in contracted services including a portion of the 3% cost-of-living adjustment for community-based organizations; contracts to support the HOPE Plan, motel voucher program, Food Stamp outreach enhancement and enrollment activities, full implementation of Differential Response, expansion of the Child Welfare Family Visitation Services, and expansion of the Transitional Housing-Plus Program for youth; \$750,000 for start-up costs in implementing the AOD Strategic Plan; \$100,000 in supplemental funding for the First 5 Daly City Partnership project; \$358,000 for Wraparound services for youth; \$535,000 in contract, planning, and implementation costs for the Agency accreditation with the COA; and \$340,000 in miscellaneous program costs.

Other Charges

There is a net decrease of \$2,328,143 in this expenditure category reflecting increases of: \$670,000 in contract services, residential treatment, and a 3% cost-of-living adjustment for community-based treatment providers; \$357,000 in Foster Care and Child Care caseload costs; \$322,000 in expanded Transitional Housing Program-Plus services for youth; \$140,000 in Child Welfare Services client costs; and \$95,000 in

food stamp employment and training and client transportation costs. Offsetting these increases are reductions of \$3.5 million reduction in Stage I Child Care costs to align with service needs, \$354,000 in service charges, and \$65,000 in Foster Family Agency costs.

Fixed Assets

There is a net increase of \$486,000 in this expenditure category due to replacement of network appliances, purchase of new servers, and an upgrade to the Data Center.

Other Financing Uses

There is a decrease of \$179 in this expenditure due to a reduction in debt service payments for the building located at 2500 Middlefield Road in Redwood City.

Intrafund Transfers

There is an increase of \$2,994,053 in this expenditure category for Program Support expenses due to negotiated labor and increased operational costs, anticipated increases for imaging center services, a Mental Health services MOU, and substance abuse agreements for the Housing Plus Project with the Department of Housing. These increases are offset by decreases in homeless and safety net service contracts due to the loss of CDBG funding and lower eligibility determination costs.

Contingencies/Departmental Reserves

There is an increase of \$665,453 in this expenditure category. Projected year-end Fund Balance of \$8,106,433 will be used as follows: restoration of total Reserves at a level of \$5,392,773 including \$4,469,599 in Agency Reserves, \$313,335 in Agency Child Care Reserves, and \$609,839 in Collaborative Reserves; \$145,665 for an additional year of funding for seven small child care contracts; \$137,649 for an additional year of funding for adult substance abuse treatment services; \$500,000 for integration of client case management systems; \$750,000 for the emancipated foster youth housing project in North County; \$100,000 in supplemental funding for the First 5 Daly City Partnership project; \$250,000 for the emancipated foster youth housing project in South County; \$495,318 for one-time costs for the new Receiving Home at the Youth Services Center; \$395,028 for infrastructure upgrades at the Data Center; and \$40,000 for a technical assistance contract for HOPE. The Agency continues to exceed the County's 2% minimum Reserves policy.

NET COUNTY COST

There is a net increase of \$3,186,849 or 12.2% in Net County Cost (NCC), primarily reflecting increases of: \$1,768,509 for the unfunded portion of negotiated labor costs; \$495,999 for a previously approved 3% increase for community-based service providers; \$51,327 for the unfunded portion of increased rent charges for the new Youth Services Center; \$87,000 for the transfer of CORA contract costs from the County Memberships and Contributions budget; and \$413,601 for increased NCC for Homeless and Safety Net Services. There are decreases of \$3,427 due to growth in Proposition 172 revenue, \$250,000 for one-time cost associated to the emancipated foster youth housing project in South County, and minor changes in revenue offsets.

FY 2008-09 Budget Overview

TOTAL SOURCES

Total Sources increased by \$1,521,554 or 0.8% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$1,192,106 in this funding source due to Increases of \$1,979,079 reflecting partial reimbursement of higher labor costs, offset by elimination of \$250,000 in State revenue for First 5 contracts and \$532,173 in prior year one-time fixed assets purchases and costs applied from Program Support.

Fund Balance

There is a decrease of \$2,813,660 in this funding source due to elimination of prior year one-time use of Fund Balance for the following: \$40,000 for Homeless Outreach contracts; \$145,665 for funding of seven childcare center contracts; \$500,000 for development of a data system for the Family Resource Center/Self-Sufficiency Teams; \$137,649 for substance abuse treatment services bridge funding; \$395,028 for accreditation contracts and fixed assets purchases; \$1,000,000 for emancipated foster youth housing projects; \$100,000 for supplemental funding of the First 5 Daly City Partnering project; and \$495,318 for the new Receiving Home at the Youth Services Center.

TOTAL REQUIREMENTS

Total Requirements increased by \$97,692 or 0.04% from the FY 2007-08 to the FY 2008-09 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$3,598,324 in this expenditure category reflecting negotiated labor costs.

Services and Supplies

There is a decrease of \$3,291,919 in this expenditure category due to elimination of prior year one-time costs of: \$40,000 for Homeless Outreach contracts; \$400,000 for accreditation contracts; \$444,254 for costs applied from Program Support; \$145,665 for funding of seven childcare center contracts; \$250,000 for First 5 contracts; \$500,000 for development of a data system for the Family Resource Center/Self-Sufficiency Teams; \$412,000 for the new children's shelter; \$100,000 for supplemental funding of the First 5 Daly City Partnering project; and \$1,000,000 for emancipated foster youth housing projects.

Other Charges

There is a decrease of \$220,967 in this expenditure category reflecting elimination of prior year one-time costs of \$137,649 for substance abuse treatment services bridge funding and \$83,318 for the new Receiving Home at the Youth Services Center.

Fixed Assets

There is a net decrease of \$992,000 in this expenditure category due to elimination of prior year one-time automation-related costs.

Intrafund Transfers

There is a decrease of \$904,254 in this expenditure category due to elimination of prior year one-time expenses, partially offset by increases reflecting increased labor costs for Program Support costs applied to the other Agency divisions.

NET COUNTY COST

There is an increase of \$1,619,246 or 5.5% in NCC, primarily reflecting labor cost increases offset in part by increased State and federal reimbursements.

Program Support (7301B)

Program Locator

County

Children, Youth and Family Services

Human Services

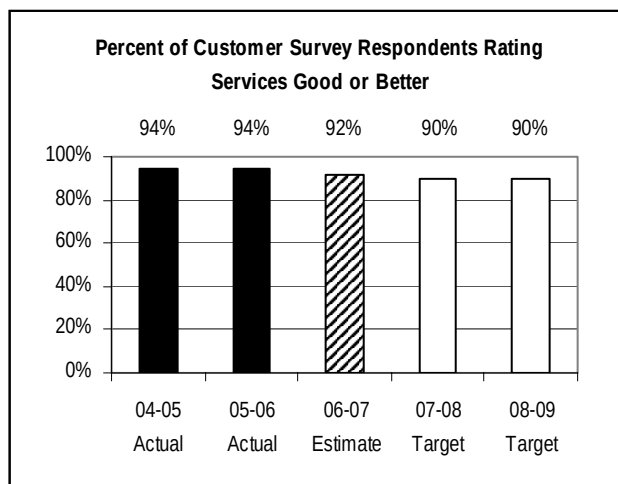
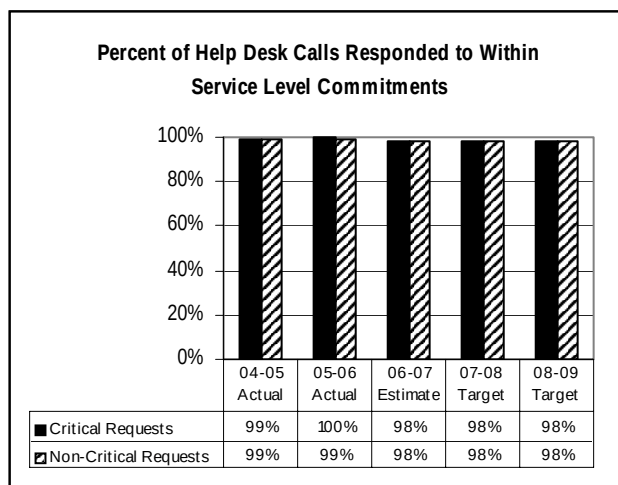
► **Program Support**

Community Capacity Building

Economic Self-Sufficiency

Family Strength

Headline Measures



Program Outcome Statement

Program Support ensures the delivery of effective and efficient quality services to individuals and families by providing leadership, consultation, facilitation, and essential centralized services to help guide decision making for Human Services Agency (HSA) staff, community partners, federal and State agencies, and other local governmental units.

Services and Accomplishments

Program Support primarily contributes to the goals of the Shared Vision 2010 commitments to be a Responsive, Effective and Collaborative Government and to Provide Equal Access to Educational Opportunity by securing and providing administrative and operational resources that assist HSA staff in the design, delivery, and maintenance of effective client and community services. Program Support provides: 1) overall Agency leadership through performance and quality improvement, planning and evaluation, public information, and legislative services; and 2) personnel services, human resource development, contracts and facilities management, fraud investigation, appeals and fair hearings, financial services, and automation and technology systems development and management to staff and community stakeholders.

The following are major accomplishments in the current year:

- Promoted leadership, career development, and succession planning by: (a) graduating the 11th cohort of Agency staff selected for the Executive Development Program of the Bay Area Social Services Consortium; (b) implementing the Development Directory; (c) enhancing Employee Development Plans; (d) coaching, mentoring, and job shadowing; (e) piloting a project to assure knowledge continuity in Agency financial management; and (f) initiating actions to improve consistency in the Agency-wide employee appraisal process.
- Started Council on Accreditation (COA) self-studies—led by more than 20 Agency senior managers and supervisors—to demonstrate progress in implementing more than 200 best practice standards in administration and management, administrative service delivery, and specific service areas. Trained more than 30 Agency directors, managers, and staff on COA standards and how to implement accreditation as an ongoing component of performance and quality improvement.
- Developed and enhanced three strategic information systems for housing, children, and alcohol and drug abuse. The management reporting system for HOPE (Housing our People Effectively) enables accessing data to guide decision making to prevent and end homelessness. The web-based DAISY (Drug and Alcohol Systems for You) system enables tracking of outcomes identified in the AOD Strategic Directions 2010 plan. The Community Approach Towards Relating and Engaging with Families (CARE) system captures information to better identify community service needs.
- Provided orientation and training to Agency staff on Emergency Preparedness, CPR, and First Aid.
- Completed assessments for disaster preparedness of Health Insurance Portability and Accountability Act (HIPAA)-related computer systems including a workplan to assure that HIPAA-compliant computers will withstand natural disaster.
- Initiated an Agency Strategic Planning process to create goals and a roadmap for the next five years.

- Developed a comprehensive Agency multidisciplinary internship program to provide opportunities for interns to prepare for future careers in Human Services.
- Initiated improvements to the Agency's contracting process and standardized the Request for Proposals (RFP) process.
- Completed a successful pilot of on-line training for mandatory Civil Rights and Language Line sessions.
- Launched a year-long cultural competency workshop series for social work managers and staff.

Story Behind Performance

Achieving the highest level of customer service remains a top priority, with 92% of CARES client survey respondents rating HSA services as good or better, exceeding the Countywide standard. Additional customer satisfaction measurement strategies are being planned to broaden the coverage of customer satisfaction surveys, including incorporating best practices from the COA standards.

Succession planning and management is another top priority. HSA has promoted leadership, career development, and succession planning through implementing the Development Directory and employee development plans; providing coaching, mentoring, and job shadowing opportunities; piloting a project to assure knowledge continuity in Agency financial management; and initiating actions to improve consistency in the Agency-wide employee performance appraisal process. The number of training sessions provided to community and Agency participants will be reported beginning in FY 2007-08. Discussions are underway to develop and pilot a separate performance measure that will encompass the impact of all trainings provided.

Creation and maintenance of critical strategic information systems continue to be essential for day to day program operations and reporting of client outcomes. In FY 2006-07, the number of IT devices supported by the Business Systems Group is expected to increase by 7% due to the increasing demand for automation and growing support for community partners. An asset management system is being developed and may impact the future reporting of this measure. The percent of help desk calls responded to within service level commitments continues to show excellent performance at 100% for critical calls and 98% for non-critical calls. Data development is now complete for a new measure that reflects the capacity to provide a timely response within 48 hours to requests for information critical to program planning, management, analysis, and decision making. The target percentage for future years has been set at 90%.

In pursuit of Agency Accreditation through the COA, FY 2006-07 signified the beginning of the Agencywide Self-Study process, coordinated by the Planning and Evaluation unit. Led by more than 20 senior HSA managers and supervisors, the self-study reviews are underway to demonstrate progress in implementing more than 200 best practice standards in administration and management, administrative service delivery, and specific service areas such as foster care, child protective services, and workforce development. Over 30 Agency directors, managers, and staff were trained on COA

standards and how to implement accreditation as an ongoing component of performance and quality improvement. External peer reviewers are expected to conduct the on-site review in May 2008.

As a Performance and Quality Improvement effort to work smarter, Program Support continues to review and implement improvements to current work processes that support programs. As a result, the Administrative Services Team has initiated improvements to the Agency's contracting process and standardized the RFP process. A contracts training was provided to all HSA staff to increase awareness of the RFP and contract development process. The training included speakers from the in-house contracts staff, County Counsel, Risk Management, and the County Manager's Office.

Major challenges over the next two years will be:

- Maintain, at a minimum, current levels of State and federal funding
- Identify and secure financial resources to fund the full continuum of child welfare services, including all mandatory child welfare System Improvement Plan (SIP) activities
- Integrate and coordinate County priorities on homelessness, hunger prevention, alcohol and other drug services, child welfare, and community schools that involve the Agency, the larger community, and other County departments
- Ensure staff have the knowledge, skills, and tools required to keep pace with the increasing complexity of delivering integrated human services throughout the county

Program Objectives

Program Support will meet performance targets by doing the following:

Achieve an Overall Customer Satisfaction Rating of at least 90%

- Achieve COA accreditation to foster organizational excellence, strengthen continuous quality improvement, and ensure the Agency operates according to COA national best practice standards for services to children and families
- Develop and implement the next phases of the Agency's succession planning, including projects to preserve and transfer critical operational knowledge among current employees and from current employees to successor employees
- Begin development of a Business Systems disaster recovery strategy by completing an assessment of service-critical computer resources
- Enhance knowledge, skills, and leadership abilities of new and current Agency management and line staff
- Develop an external host as a backup to hold critical Agency emergency preparedness information in event of natural disaster
- Increase timely access to Medi-Cal case information by expanding electronic case file imaging to enable rapid online access
- Increase infrastructure capacity for the Data Center to assure adequate business systems support of Agency operations over the next five years
- Implement recommendations from the Agency's strategic plan

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of IT Devices supported by Business Systems Group that are used by HSA and community partner staff ⁽¹⁾	1,500	1,815	1,950	2,000	2,000
Number of training sessions provided to community and Agency participants (data development)	---	---	---	---	---
How Well We Do It (Quality)					
Percent of help desk calls responded to within service level commitments: ⁽²⁾					
- Critical calls	99%	100%	98%	98%	98%
- Non-critical calls	99%	99%	98%	98%	98%
Percent of customer survey respondents rating services good or better	94%	94%	2%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of critical automated report requests completed within 48 hours (data development)	---	---	---	---	---
Number and percent of completed audits with no major findings (data development)	--- / ---	--- / ---	--- / ---	--- / ---	--- / ---

⁽¹⁾ Devices include personal computers, printers, faxes, laptops, and PDAs.

⁽²⁾ A critical issue is one that creates a work stoppage for the requestor or prevents the ability to provide a public service, and has a deadline of two hours. Non-Critical issues do not create a work stoppage such as assistance in document formatting or assistance in synching PocketPC with desktop; these issues require response from the help desk within four to eight hours.

Program Support (7301B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	111.0	114.0	116.0	120.0	4.0	120.0
Funded FTE	110.5	113.1	115.0	120.0	5.0	120.0
Total Requirements	4,794,158	4,906,662	5,758,279	6,218,028	459,749	6,290,377
Total Sources	5,808,927	6,318,335	5,318,729	5,844,507	525,778	5,801,663
Net County Cost	(1,014,769)	(1,411,674)	439,550	373,521	(66,029)	488,714
NCC Breakdown						
Mandated Services			439,550	373,521	(66,029)	488,714

Program Net County Cost

The portion of this program's FY 2006-07 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$373,521 or 20.2%. Of this amount, 100% is for Mandated Services based on State-mandated county funding amounts for agency wide staff development costs.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; adjustments in Fund Balance and Reserves based on FY 2006-07 year-end projections; deletion of prior one-time costs; and increased reimbursements from other HSA programs based on the indicated cost increases in Program Support.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
525,778	732,746	(1,544,785)	1,371,788	33,971	0

2. Increases for Agency Accreditation by the Council on Accreditation (COA)

One Human Services manager I position is being added, along with increased appropriations for contract consultant services, to support achievement of COA accreditation for the Agency in 2008. Meeting accreditation standards will enhance the Agency's practices and positive impact on the community, and support the program objective to achieve an overall customer satisfaction rating of at least 90%.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	534,773	(534,773)	0	0	1

3. Data Center Upgrade and Expansion

Increased fixed assets appropriations are being made to upgrade and expand the HSA Data Center, which currently operates at maximum capacity. Expansion is necessary to ensure data integrity, reliability, and capability in issuing client assistance payments and other benefits; managing Adoptions, Child Welfare Services, and Out-of-Home Placements of children and youth; and providing access to Homeless and Alcohol and Other Drug (AOD) client information by HSA staff and community service providers.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	500,000	(500,000)	0	0	0

4. Staffing Adjustments

Three positions are being added: 1) one Fiscal Office Specialist to ensure timely and accurate claiming of California Assistance Program for Immigrants (CAPI) expenditures for the ten-county CAPI consortium for which HSA issues assistance payments; 2) one Management Analyst II to lead a team dedicated to quality control activities including independent internal fiscal and program audits, case reviews, training, and corrective actions specific to individual HSA program requirements; and 3) one Human Services Analyst II to ensure compliance with various federal, state, and local safety, ergonomic, and building code regulations that are currently not being met. The cost increase is fully offset by reimbursements and Intrafund Transfers from other HSA programs; there is no additional Net County Cost as a result of these changes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	288,763	(288,763)	0	0	3

5. Automation Expense

Reserves that have been set aside from the projected FY 2006-07 year-end balance are being used to fund computer equipment appropriations and related service charges including purchase of new servers, replacement of network appliances and servers that will go out-of-warranty in FY 2007-08, and expansion of the Storage Area Network to accommodate growth in imaged case files.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	460,000	0	(460,000)	0	0

6. One-Time Support for Daly City Partnership Project

Reserves are being reduced in order to provide supplemental funding for the Daly City Partnership Project—Our Second Home Family Resource Center—which will be receiving a reduced allocation from First 5 San Mateo County. Appropriations for contract services are being made as one-time bridge funding in the Family Strength program. This action supports achievement of Agency objectives within the Prevention and Early Intervention (PEI) program of keeping children safe and improving outcomes for children and families.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	0	0	(100,000)	(100,000)	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
525,778	2,516,282	(2,868,321)	811,788	(66,029)	4

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increased Intergovernmental Revenue commensurate with increased staff development labor costs; elimination of prior year one-time expenses and associated Fund Balance used to fund these appropriations; and decreased Intrafund Transfers related to labor costs that are cost-applied to other Agency programs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
57,156	(831,905)	(904,254)	0	15,193	0

8. Deletion of One-Time Support for Daly City Partnership Project

Deletion of prior year one-time supplemental funding for the First 5 Daly City Partnership Project—Our Second Home Family Resource Center—reduces Fund Balance in FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(100,000)	0	0	0	100,000	0

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(42,844)	(831,905)	(904,254)	0	115,193	0

Community Capacity Building (7201B)

Program Locator

County

Children, Youth and Family Services

Human Services

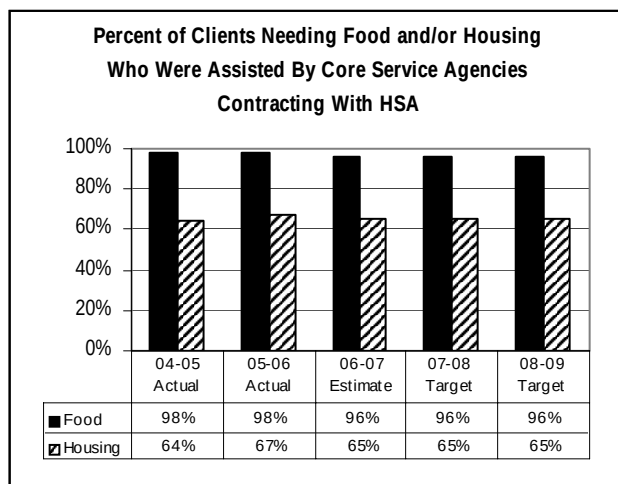
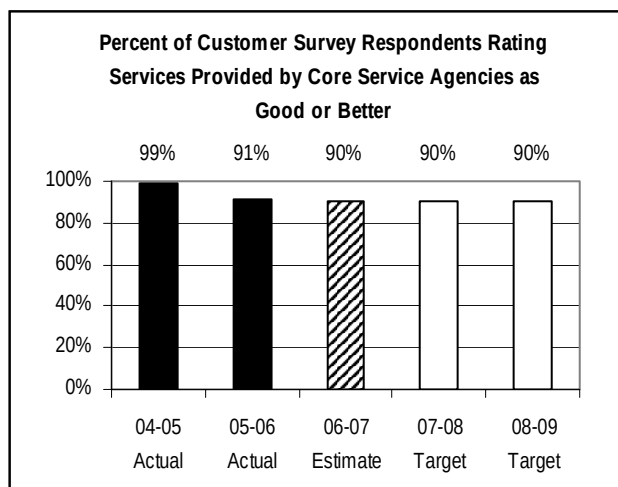
Program Support

▷ **Community Capacity Building**

Economic Self-Sufficiency

Family Strength

Headline Measures



Program Outcome Statement

Community Capacity Building works with communities to support individuals and families in achieving a healthy quality of life by providing emergency shelter care and supportive services, transitional housing, and safety net services.

Services and Accomplishments

Community Capacity Building primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All. Community Capacity Building includes the Center on Homelessness, which plans and coordinates the activities of the County and non-profit service providers to meet the needs of homeless individuals and families in San Mateo County. Emergency shelter, food, clothing, rental, and utility assistance is provided to county residents through contracts with the Core Services Agencies.

The following are major accomplishments in the current year:

- Supported Mental Health in developing supportive housing for 90 individuals in scattered sites throughout the county
- In collaboration with the Department of Housing and Samaritan House, completed renovation of the Safe Harbor shelter
- Worked with officials from SFO to more appropriately serve homeless individuals loitering in the airport
- In response to January's extreme weather, implemented the Cold Weather Warming Center to temporarily shelter 61 homeless individuals over a period of eight nights
- In support of the findings from the Safety Net Needs Assessment, received additional County funding of \$50,000 to restore capacity at the Core Service Agencies
- Continued to maintain capacity through El Concilio to provide Core Services in the East Palo Alto and Menlo Park communities
- Enhanced community capacity for children and youth by providing respite care and sustaining alcohol and other drug residential treatment for adolescent girls
- Began first year implementation of Housing Our People Effectively (HOPE), the County's Ten Year Plan to End Homelessness

Story Behind Performance

Every year, an estimated 4,000 people are homeless in San Mateo County. They include youth and adults, single people, and families with children. Many are living with chronic conditions such as mental illness, substance abuse issues, HIV/AIDS, or other disabilities. On January 30, 2007 the Center on Homelessness conducted a one-day count and documented 2,064 homeless individuals, of which 970 were in temporary shelters. In San Mateo County, a family would need to earn \$29.54/hour or \$61,440 per year to be able to afford an average priced two-bedroom apartment. Approximately 50% of renters in the county earn less than this threshold. The challenge remains to address the shortage of affordable and supportive housing.

In April 2005, the Board of Supervisors initiated HOPE as a result of the emerging consensus among political and civic leaders, business people, community activists, homeless people and their families, housing and service providers, and other stakeholders in the county that homelessness must be ended. The vision of HOPE is that

homelessness will be ended by ensuring that safe, accessible, affordable housing is available in San Mateo County for those in greatest need. In the past year, HSA has supported the HOPE initiative in achieving many first steps such as: developing master leasing program procedures; incorporating permanent supportive housing assistance within the Housing Endowment and Regional Trust (HEART) strategy; creating a multi-disciplinary Homeless Outreach Team with the City of San Mateo; piloting Project Homeless Connect and an early entry/motel voucher program; and implementing a new methodology to develop a more accurate count of homeless people assisted by over 300 volunteers including a countywide street count, a comprehensive survey of the homeless, and a phone survey to identify the hidden homeless population. The ongoing efforts of the workgroups will ensure continued support and progress towards goals of the HOPE plan.

In support of the findings from the Safety Net Needs Assessment, HSA received additional County funding to restore capacity at the Core Service Agencies; there has been a corresponding increase in the service targets for the upcoming fiscal years. Although customer satisfaction with the Core Service Agencies appears high, these rates are based upon limited information. HSA will be working with the CSAs to improve participation in the customer satisfaction survey process.

Major challenges over the next two years will be:

- Continue implementation of the Ten-Year Plan to End Homelessness
- Utilize a strategic approach in providing safety net services that meet County clients' increasing demand and complexity of need

Program Objectives

Community Capacity Building will meet performance targets by doing the following:

Provide Assistance to 96% of Clients in Need of Food and 65% of Clients in Need of Shelter

- Implement recommendations from the Safety Net needs assessment
- Assess the data/information infrastructure and capacity of the Seven Core Services Agencies
- Continue implementation of the second year of the Ten-Year Plan to End Homelessness following strategies as refined within the committees and workgroups

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of clients served by community-based providers contracting with the HSA:					
- Individuals	22,553	29,313	23,000	25,000	25,000
- Families	8,271	10,558	8,300	9,000	9,000
How Well We Do It (Quality)					
Percent of customer survey respondents rating services provided by Core Service Agencies as good or better	99%	91%	90%	90%	90%
Is Anyone Better Off? (Outcome)					
Percent of clients needing food and/or shelter who were assisted by Core Service Agencies contracting with the HSA:					
- Food	98%	98%	96%	96%	96%
- Shelter ⁽¹⁾	64%	67%	67%	65%	65%

⁽¹⁾ Includes referrals to shelters, motel vouchers, and financial assistance for Section 8 deposits, move-in costs, and rent. The Core Service Agencies provide additional assistance with transportation costs and utility bills, and information and referral to link clients with community resources.

Community Capacity Building (7201B)
Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	1.0	2.0	4.0	4.0		4.0
Funded FTE	1.0	2.0	3.2	4.0	0.8	4.0
Total Requirements	2,168,350	2,348,768	3,005,686	3,535,733	530,047	3,512,198
Total Sources	556,096	744,146	805,624	728,060	(77,564)	688,060
Net County Cost	1,612,254	1,604,622	2,200,062	2,807,673	607,611	2,824,138
NCC Breakdown						
Non-Mandated Services			2,200,062	2,807,673	607,611	2,824,138

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget funded by the General Fund or Net County Cost (NCC) is \$2,807,673, or 79.4%, of which 100% is for Non-Mandated Services that include \$792,096 for emergency shelters, \$714,209 for motel vouchers for homeless families and individuals, \$648,809 for Core Services Agency safety-net services, \$506,111 for operating expenses, \$85,000 for a second homeless outreach team, and \$61,448 for food stamp outreach and enrollment activities.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; 3% cost-of-living adjustments for community-based organization contracts; enhanced CORE contract services; continuing homeless and safety net services; adjustments to service charges; and adjustments to Fund Balance and Reserves based on FY 2006-07 year-end projections.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(77,564)	321,882	83,165	40,000	522,611	0

2. Case Management Services for Homeless Outreach Team

Appropriations for administering a community-based organization contract to provide case management services for the County Homeless Outreach Team supports the program priority of providing assistance to 96% of clients in need of food and 65% of clients in need of shelter.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	85,000	0	0	85,000	0

3. Consultant Services for Housing Our People Effectively (HOPE) Initiative

Reserves that have been set aside from the projected FY 2006-07 year-end balance are being used to fund one-time consultant assistance in developing strategies for accomplishing priority activities selected by HOPE Action Committee and Inter Agency Council.

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

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(77,564)	446,882	83,165	0	607,611	0

FY 2008-09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; and elimination of prior year one-time expenses and associated Fund Balance used to fund these appropriations.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(40,000)	(23,535)	0	0	16,465	0

Economic Self-Sufficiency (7001B)

Program Locator

County

Children, Youth and Family Services

Human Services

Program Support

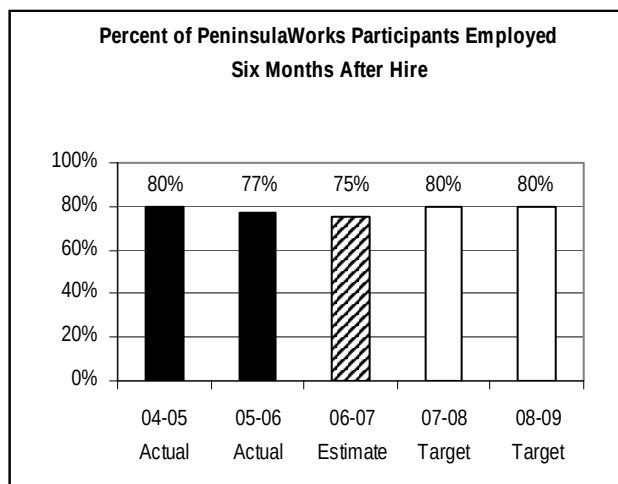
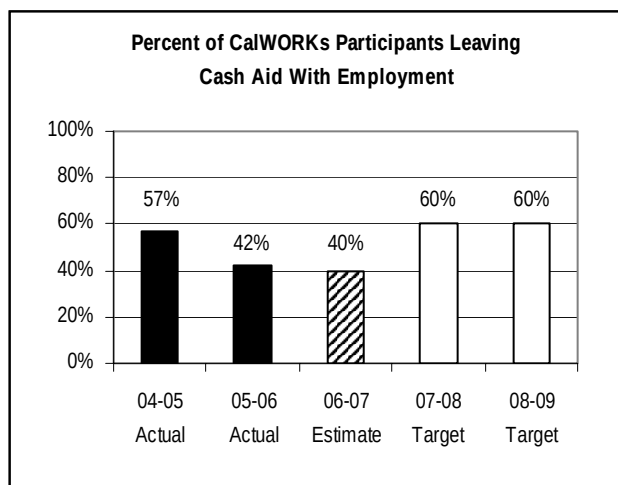
Community Capacity Building



Economic Self-Sufficiency

Family Strength

Headline Measures



Program Outcome Statement

Economic Self-Sufficiency programs and community partners promote economic self-sufficiency for individuals and families by providing employment-related support and career development services while providing temporary financial assistance to those in need.

Services and Accomplishments

Economic Self-Sufficiency primarily contributes to the goals of the Shared Vision 2010 commitment to Create Opportunities for Every Household to Participate in Our Prosperity by partnering with the community to provide a wide range of services that assist county residents locate and retain jobs and attain self-sufficiency. Economic Self-Sufficiency includes Employment Services, Workforce Investment Act, CalWORKs, Food Stamps, Medi-Cal, General Assistance, Cash Assistance Program for Immigrants, and other health insurance programs. San Mateo County operates four one-stop, multi-service employment centers known as PeninsulaWorks, as well as Vocational Rehabilitation Services.

The following are major accomplishments in the current year:

- Partnered with over 20 biotechnology employers who have hired 75 HSA clients
- Reached out to over 50 local employers, including several large employers who have hired 250 HSA clients
- For a second consecutive year, improved services to laid-off workers, including award of over \$400,000 under the STAR (Skills Testing and Reemployment) grant
- In FY 2005-06 and FY 2006-07, placed in employment 79% of hard-to-serve disadvantaged youth and adults trained through the "Gateway Model," a training program that raises clients' Math and English abilities from 8th grade to 10th grade skill levels, enabling those clients to access further education and training opportunities
- Examined the impact of implementing CalWIN on internal business processes; completed Phase 1 study of workload impact on Screening and Assessment Specialists and began Phase 2 study to assess the Agencywide impact of implementing CalWIN
- Finished a CalWORKs client needs assessment to appropriately direct services
- Provided staff-useable work participation reports for all CalWORKs clients to better target services for those clients who are not meeting participation requirements
- As a result of the Temporary Assistance to Needy Families (TANF) Reauthorization, developed a CalWORKs plan addendum with community input that defines engagement expansion strategies to increase the work participation rate
- Developed and implemented a Food Stamp outreach plan with multiple strategies and partners, resulting in enrollment of 100 additional eligible low income persons in the Food Stamp program
- Received two recognitions for Vocational Rehabilitation Services: a three-year CARF (Commission to Accredited Rehabilitation Facilities) accreditation—the highest level of achievement CARF recognizes—and recognition of the innovative Recompute Program from the California Resource Recovery Association

- Conducted a survey of 554 customers who used PeninsulaWorks Walk-In or self-service resources to assess service effectiveness and customer satisfaction; positive feedback indicated that 94% of low-income (below \$18,200) customers regarded the services as helpful and would return, and nearly one in three of the customers who were employed attributed their employment to the services provided

Story Behind Performance

The overall economic conditions for San Mateo County have been steadily improving this past year, however, self sufficiency remains a challenge for a large proportion of individuals due to the high cost of living here. With unemployment at 3.3% in December 2006—the 5th lowest rate among California's 58 counties—the county's unemployment rate has declined for the fourth straight year; however, the rate is disproportionately higher in East Palo Alto (8.4%) and North Fair Oaks (7.3%).

While median family income is \$87,762, almost 28% of the county's families earn less than \$50,000 per year. HSA estimates that a family of three would need to earn \$66,442 to be self-sufficient, a 6% increase over 2004 that reflects increases in the costs of childcare, food, and healthcare expenses. Of the ten top job openings in San Mateo County, most job growth is in lower wage jobs paying less than \$30,000 a year—significantly below the estimated self-sufficiency wage. The labor force in San Mateo County was 371,400 in December 2006. Despite an increase in the number of jobs, the county still has 29,600 fewer people in the workforce than in January 2001.

The economic improvement is having a dual impact on the workforce system. Residents are obtaining jobs with higher wages more quickly, and are able to transition to employment without additional assistance. This results in a steady decline in the number of individuals accessing one-stop employment services from the various PeninsulaWorks sites. There is reduced client traffic and increased demand for intensive and training services. It is estimated that 20,000 individuals will visit the PeninsulaWorks centers for a total of 85,000 visits in FY 2006-07, which represents a 24% decrease in the number of visits from last year. It is projected that 700 participants will receive intensive case management and training services provided through the Workforce Investment Act (WIA), which authorizes employment services for adults, youth, and laid-off workers.

Of those clients who continue to seek services from PeninsulaWorks, HSA is seeing a higher percentage with significant barriers to employment. A slight decline in clients' ability to retain jobs after six months is anticipated as a result of these barriers. Historically, such clients are harder to serve and face challenges in securing and retaining employment. Additional service strategies are being initiated to address these specific client characteristics. The rate of CalWORKs participants leaving with employment is estimated at 50%. HSA continues to test the reliability and validity of the newly implemented CalWIN methodology; out-year targets may need adjustment based on FY 2006-07 year-end actuals.

Hunger and food insecurity are rising challenges. Through collaboration with community partners to expand outreach and increase local Food Stamp participation rates, including the Second Harvest Food Bank, HSA will continue to implement strategies identified in the Food Stamp outreach and enrollment plan. A new strategy for FY 2007-08 will be to coordinate a countywide Hunger and Food Security Task Force charged with developing strategies to increase food stability and reduce hunger in the community.

The federal Deficit Reduction Act (DRA) of 2005 requires documentation of U.S. citizenship or U.S. national status as a condition of Medi-Cal eligibility for applicants and beneficiaries who declare they are citizens or nationals. All documents provided as evidence of citizenship and identity must either be originals or copies certified by the issuing agency. It is expected that HSA will experience additional walk-in traffic from persons bringing their original documents.

Major challenges over the next two years will be:

- Sustain and enhance self sufficiency programs in lieu of anticipated decreases in federal and State funding and an increasingly competitive grant environment
- Increase CalWORKs welfare to work client participation in employment-related activities in response to TANF reauthorization, and assure avoidance of fiscal sanctions
- Place individuals in occupations with a wage and career ladder enabling self-sufficiency in light of the county's increasingly high cost of living
- Enhance reporting capabilities and assess effectiveness of changes in business practices resulting from CalWIN implementation
- Increase food stability and reduce hunger in the community by increasing local Food Stamp participation rates
- Respond to DRA Medi-Cal requirements with respect to citizenship

Program Objectives

Economic Self-Sufficiency will meet performance targets by doing the following:

Provide Employment Services to 16,000 PeninsulaWorks Participants

- Develop and implement revenue enhancement activities to support/expand workforce development services
- Enhance educational, training, and career opportunities for disadvantaged youth and adults

Assist 60% of PeninsulaWorks Participants to Obtain Jobs and 50% of CalWORKs Participants to Leave Cash Aid with Employment

- Continue to assess and operationalize impacts and changes in business practices resulting from CalWIN implementation
- Identify and implement best practices to achieve an increase in the CalWORKs work participation rate and self sufficiency for CalWORKs recipients

- Increase services to promote job retention and career advancement for CalWORKs recipients who leave with employment
- Continue to implement strategies identified in the Food Stamp outreach and enrollment plan, including a Hunger and Food Security Task Force to coordinate a countywide effort on hunger and food security
- Partner with Second Harvest Food Bank and Core Service Agencies to decrease hunger and food insecurity through Food Stamp outreach and enrollment

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of participants using PeninsulaWorks Centers:					
- Number of participants	24,794	20,089	20,000	16,000	16,000
- Number of visits by participants	130,290	112,494	85,000	96,000	96,000
Number of enrolled participants in PeninsulaWorks Intensive and Training services ⁽¹⁾	1,003	954	700	600	500
How Well We Do It (Quality)					
Percent of PeninsulaWorks participants enrolled in Intensive and Training services participating in training and/or educational programs ⁽²⁾	42%	48%	42%	40%	40%
Percent of PeninsulaWorks-enrolled participants leaving Intensive and Training services with employment ⁽³⁾	62%	51%	60%	60%	60%
Is Anyone Better Off? (Outcome)					
Percent of PeninsulaWorks-enrolled participants employed six months after leaving Intensive and Training services ⁽³⁾	80%	77%	75%	75%	80%
Percent of California Work Opportunity and Responsibility to Kids (CalWORKs) participants leaving cash aid with employment	57%	42%	40%	50%	50%

⁽¹⁾ Includes only data for PeninsulaWorks participants enrolled in Workforce Investment Act (WIA).

⁽²⁾ Reflects the percent of PeninsulaWorks participants enrolled in WIA training and/or educational programs who exit WIA with employment.

⁽³⁾ Reports the percent of PeninsulaWorks participants enrolled in WIA who had a six-month follow-up after exiting WIA.

Economic Self-Sufficiency (7001B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	370.0	404.0	439.0	462.0	23.0	462.0
Funded FTE	367.0	397.1	428.6	460.2	31.6	460.2
Total Requirements	76,591,666	81,970,460	91,523,438	98,669,475	7,146,037	100,083,684
Total Sources	68,652,381	74,533,575	83,673,170	90,080,312	6,407,142	91,087,251
Net County Cost	7,939,285	7,436,885	7,850,268	8,589,163	738,895	8,996,433
NCC Breakdown						
State Grants Match			461,149	438,833	(22,316)	438,833
CalWORKS MOE			1,771,308	2,020,900	249,592	2,029,512
Mandated Services			5,322,357	5,189,363	(132,994)	5,189,363
Non-Mandated Services			295,454	940,067	644,613	1,338,725

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget funded by the General Fund or Net County Cost (NCC) is \$8,589,163 or 8.7%. Of this amount, \$5,189,363 or 60.4% represents the County's share of Mandated Services for entitlement programs such as CalWORKS, General Assistance and Interim Aid, and Food Stamps Employment and Training. Non-Mandated Services totaling \$940,067 include \$566,562 for Jobs for Youth programs, \$200,000 for employment services for General Assistance clients, \$123,356 for mental health counseling for vocational rehabilitation participants, and \$50,149 for Veteran's Services.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; 3% cost-of-living adjustments for community-based organization contracts; position reconciliation to the Master Salary Ordinance; increased food stamp employment and training and client workforce costs; purchase of scanners to support imaging and online storage of case files in regional offices; increased reimbursements to Program Support; deletion of one-time automation costs and a Department of Labor grant that has ended; reductions in CalWIN system and support requirements; adjustments to Fund Balance based on FY 2006-07 year-end projections; adjustments to CalWORKS, AFDC, Cash Assistance Program for Immigrants, Work First and Other Program sources to reflect increased program costs; and revenue adjustments including reimbursements (Intrafund Transfers) for agreements with Mental Health.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
4,654,871	5,289,119	(75,893)	0	558,355	1

2. Staffing Additions for Medi-Cal Citizenship Verification

Eight Benefits Analysts IIs and eight Office Assistants IIs are being added to perform activities required by federal legislation requiring Medi-Cal recipients to prove their citizenship in order to be eligible for full service Medi-Cal. One Benefits Analyst and one Office Assistant will be

stationed at each HSA office to support applicants and recipients in obtaining, compiling, and submitting evidence of citizenship that meets the federal requirements. The increased cost is fully offset by Medi-Cal revenue.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,232,144	1,232,144	0	0	0	16

3. Staffing Additions for New CalWORKs Work Participation Engagement and Retention Unit

Six positions are being added—one Human Services Supervisor-E, two Benefits Analyst IIs, two Employment Services Specialist IIs, and one Community Worker II—to staff a specialized unit for increasing participation of CalWORKs recipients in work activities, as required by federal legislation that reauthorized the Temporary Assistance for Needy Families (TANF) program known in California as CalWORKs. This specialized unit addresses the program objective of assisting 60% of PeninsulaWorks participants to obtain jobs and 50% of CalWORKs participants to leave cash aid with employment. Approximately 85% of the increased cost is offset by Medi-Cal and CalWORKs.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
477,216	561,431	0	0	84,215	6

4. Food Stamp Outreach and Enrollment

Food Stamp outreach and enrollment activities will be expanded by Second Harvest Food Bank and Core Services Agencies to decrease hunger and food insecurity.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
127,500	150,000	0	0	22,500	0

5. Addition of Community Worker in Jobs for Youth Program

One Community Worker II is being added to augment and expand the Jobs for Youth program in East Palo Alto, in order to partially alleviate increased gang activity and violence by expanding the provision of substantial, constructive employment services for youth.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	73,825	0	0	73,825	1

6. Staffing Adjustments

A net reduction of one position is being made. One Unclassified Human Services Supervisor at the Health Insurance Telecenter is being converted to Classified status to maintain adequate supervisory span of control. One Case Management Specialist II position is being transferred from Vocational Rehabilitation Services to Alcohol and Other Drug (AOD) Services.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(84,589)	(84,589)	0	0	0	(1)

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
6,407,142	7,221,930	(75,893)	0	738,895	23

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

7. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases Intergovernmental Revenue commensurate with increased staff development labor costs; and elimination of prior year one-time expenses related to business system projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
1,006,939	1,414,209	0	0	407,270	0

Family Strength (7101B)

Program Locator

County

Children, Youth and Family Services

Human Services

Program Support

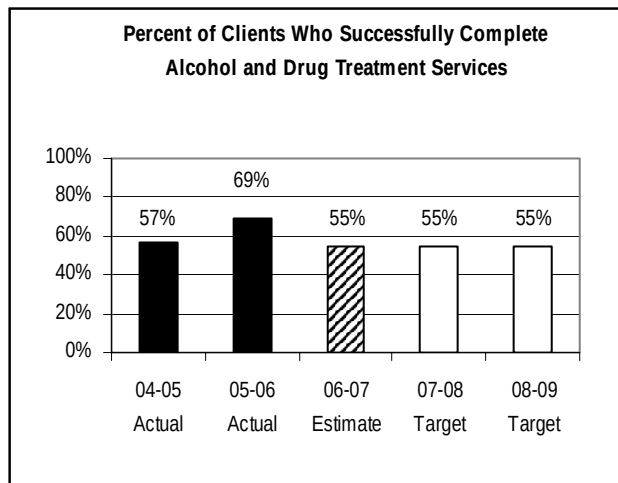
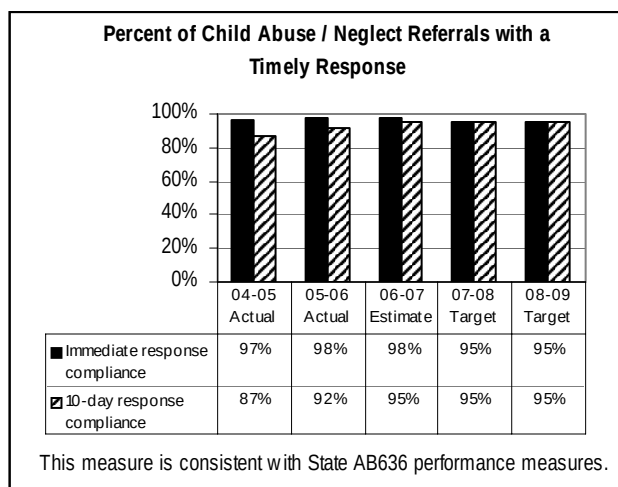
Community Capacity Building

Economic Self-Sufficiency



Family Strength

Headline Measures



Program Outcome Statement

Family Strength promotes individual and family strength by providing a continuum of prevention, protection, and permanency services and supports including assessment, intervention, and treatment services that maximize child well-being, family stability, and self-sufficiency.

Services and Accomplishments

Family Strength primarily contributes to the goals of the Shared Vision 2010 commitment to Ensure Basic Health and Safety for All by offering community-based prevention and early intervention, and supportive family-focused services to enhance family strength and child well-being in collaboration with community partners. Family Strength includes Alcohol and Other Drug (AOD) Prevention and Treatment Services, Domestic Violence Services, Child Care, Prevention and Early Intervention (PEI) Services, and Children and Family Services.

The following are major accomplishments in the current year:

- Fully implemented Differential Response (DR) countywide and offered services to over 2,000 families who would ordinarily not have received services, resulting in a 50% engagement rate
- Strengthened partnerships with community and funders, and funded two additional mental health counselors, to ensure DR services to keep children safe, resulting in 40 families per month receiving mental health services
- Provided housing stipends of up to \$750 per month to over 45 emancipated foster youth
- Increased parent and other community partner involvement in team-based case decision making (TDM) by expanding the number of TDM meetings for emancipating foster youth
- Received \$539,346 for the Offender Treatment Program to provide more intensive substance abuse services for probation violators of Proposition 36
- Coordinated and partnered to provide seven staff and community provider trainings
- Contributed \$110,000 in start-up funding, joining with funding from the Silicon Valley Community Foundation and the County Health Department, and began coordinated implementation and oversight of a case management model for frequent users of emergency medical services
- Completed a collaboratively developed AOD Services Strategic Plan titled "Strategic Directions 2010: Challenges and Choices;" the 11-month planning process included 10 two-hour focus groups, a 25-member strategic planning stakeholder workgroup, a prevention subcommittee, and four priority population subcommittees
- In collaboration with Mental Health, began implementing the Comprehensive Continuous Integrated Systems of Care (CCISC) best practice model to transform the system of care for clients with co-occurring disorders
- Partnered to revise the County's Child Care Plan to increase the number of providers who currently receive a reimbursement level that is higher than the State Standard Reimbursement Rate (SRR)
- Implemented quality improvement to create consistency and incorporate best practices within Family Resource Centers and Family Self-Sufficiency Teams

- Partnered to continue the community schools approach to increase convenient access to services for families and children in two additional communities—Menlo Park and Half Moon Bay
- Established an Extraordinary Circumstances Funds of approximately \$285,000 to support families in meeting their needs related to child welfare, health, housing, and transportation
- Hired 30 youth through the Summer County Jobs for Youth Program and helped place 350 Jobs for Youth participants in secure employment

Story Behind Performance

The Child Welfare Systems Improvement effort entered its third year of implementation to ensure prevention, protection, and permanence in the lives of children and families. Differential Response (DR) was fully implemented countywide and reached 2,000 families who would ordinarily not have received services. Children and Family Services (CFS) also provided supportive services for emancipated foster youth to promote self-sufficiency. Efforts to recruit new foster homes were increased in 2006, and special events included the Heart Gallery, Strengthening Partnerships Conferences, and the Help One Child Campaign.

HSA continues to monitor performance and reporting of the AB636 California Children and Family Services Review (CFSR) data. It is anticipated that 4,100 children will be referred for child abuse/neglect in FY 2006-07, reflecting in a 5% decrease from the prior year. There is also a positive trend reflected in the percent of child abuse/neglect referrals with a timely response, as a result of improvements made in practice and data entry. The immediate response rate of 98% and the 10-day response rate of 95% both meet or exceed the federal target of 95%. HSA maintains its culture of excellence by revising its target beyond the federal benchmark, aiming to maintain a 98% immediate response compliance rate in 2007.

Through last year's AOD needs assessment process and this year's development of AOD *Strategic Directions 2010*, a number of striking findings have surfaced. In San Mateo County, it is estimated that the publicly-funded AOD treatment system currently has resources to provide treatment for only one of five individuals in need. While the number of potential clients (demand) is increasing, there is no corresponding increase in resources to address this service need. Through strategic planning and initiatives, AOD expects to improve the quality of service and extend the client length of stay in treatment, which will likely further increase costs; these approaches potentially limit the number of clients seen. In the long-term, HSA aims to improve the proportion of clients successfully completing treatment by implementing best practice approaches for priority populations. However, during the initial implementation of the AOD Strategic Directions, it is likely that there will be no significant shifts in client graduation rates.

Collaborative work with community partners is paramount to effective community Prevention and Early Intervention (PEI) strategies. HSA has been actively involved in bringing the Family Resource Centers into the full-service community school approach, which promotes student success by focusing on the broad community context in which education and learning happen. This year, the Agency expanded the community schools approach to Menlo Park and Half Moon Bay. HSA also conducted a comprehensive community PEI environmental scan which aims to strengthen children and families in the county by identifying gaps in needed service provision. An action plan will be developed to address the areas needing improvement.

Increasing accessibility to childcare remains a priority. It is estimated that childcare will be provided to 850 children. Approximately 70% of the children who receive CalWORKs benefits are also receiving assistance. California advocates parental choice of childcare providers. As a result of this policy, parents are often exercising the option of using family, friends, and other unlicensed childcare providers.

Major challenges over the next two years will be:

- Seek funding resources to support CBOs who serve the DR population
- Strengthen community partnerships and develop shared sense of responsibility for child well-being
- Integrate changing state, federal, and local standards and mandates in child welfare services
- Address practice improvements that may result from actions taken to meet COA standards
- Maintain a focus on outcomes through collaboration with investors/funders
- Address the changing county demographics by continuing to meet language needs of clients
- Respond to legislation that results in increased staff workloads
- Increase resources, funding, and knowledge and skills to enhance and increase current AOD drug treatment capacity and capability
- Eliminate disparities through a culturally-responsive service delivery system
- Improve access to services and supports
- Report client and community outcomes
- Recognize significant collateral costs caused by AOD and allocate resources to priority populations for greater family stability, less crime, improved self sufficiency, and improved health
- Continue partnering to support and strengthen the community school model for children and families
- Continue to advocate for increased provider reimbursement rates to reflect the actual cost of providing childcare
- Remove barriers that prevent family well-being by restructuring internally so that children and families are served sooner in a community-based preventive manner

Program Objectives

Family Strength will meet performance targets by doing the following:

Ensure at least 90% of Children Served Do Not Experience a Recurrence of Maltreatment

- Reduce out-of-home placement rates by ensuring the establishment of adequate DR services throughout the county
- Better maintain children in kinship homes and decrease removals and referrals by expanding services available to kin caregivers and improving supports to kin families
- Provide the Independent Living Skills program to emancipating youth who need closer support to achieve self-sufficiency
- Develop a new South San Francisco apartment complex to provide housing and support services for emancipated foster youth to prevent homelessness
- Implement a Performance and Quality Improvement process that fully supports COA accreditation and practice improvements and outcomes for children and families, especially outcomes sought in the Child Welfare System

Achieve a Rate of 55% or Better for Clients who Successfully Complete Alcohol and Drug Treatment Services

- Implement the first year of AOD *Strategic Directions 2010* plan recommendations to prioritize primary access to services for specific populations, take a broader countywide approach to achieve system-wide improvements, and build prevention and treatment capacity

Provide Childcare Assistance to 2,700 Children

- Increase childcare options available to low income families by implementing recommendations to strengthen and expand relationships between the business community and childcare providers

Promote Community Partnerships and Coordinated Services to Increase the Resilience of Children and Families

- Remove barriers that prevent family well-being by implementing recommendations generated from the environmental scan of the existing prevention/intervention continuum
- Implement a Performance and Quality Improvement Process that fully supports COA accreditation and practice improvements Family Resource Centers and Family Self-Sufficiency Teams

Performance Measures Summary Table

Performance Measures	FY 2004-05 Actual	FY 2005-06 Actual	FY 2006-07 Estimate	FY 2007-08 Target	FY 2008-09 Target
What/How Much We Do					
Number of children with referrals for child abuse/neglect	4,162	4,337	4,100	4,100	4,100
Number of children who received child care assistance: ⁽¹⁾					
- Human Services Agency	1,600	533	850	800	800
- Child Care Coordinating Council/PACE	1,841	2,267	1,900	1,900	1,900
Number of clients entering treatment (all modalities except methadone services):					
- Number of times clients enter treatment	3,904	4,075	3,900	3,900	3,500
- Unduplicated individuals served	3,130	2,955	3,000	3,000	2,750
How Well We Do It (Quality)					
Percent of child abuse/neglect referrals with a timely response:					
- Immediate Response compliance	97%	98%	98%	98%	98%
- 10-Day Response compliance	87%	92%	95%	95%	95%
Percent of children receiving CalWORKs who are eligible and receive childcare payment assistance (excludes recipients who decline the service)	77%	70%	70%	70%	70%
Is Anyone Better Off? (Outcome)					
Percent of children served who do not experience a recurrence of maltreatment within 12 months	88%	91%	90%	90%	90%
Percent of children receiving childcare payment assistance who are cared for by licensed providers or providers who passed a background screening:					
- Human Services Agency	77%	79%	70%	75%	75%
- Child Care Coordinating Council	95%	83%	75%	80%	80%
- PACE	75%	95%	85%	80%	80%
Percent of clients who successfully complete alcohol and drug treatment services	57%	69%	55%	55%	55%

⁽¹⁾ Children served by HSA Stage 1 childcare, Child Care Coordinating Council Stages 2 and 3, and Federal Alternative Payment Plan (FAPP)/ General Alternative Payment Plan (GAPP) subsidies.

Family Strength (7101B) Resource Allocation Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
Salary Resolution	256.0	276.0	287.0	289.0	2.0	289.0
Funded FTE	253.8	269.7	282.7	286.5	3.8	286.5
Total Requirements	76,507,117	81,657,673	100,823,080	102,858,864	2,035,784	101,393,533
Total Sources	69,011,741	70,240,691	85,171,499	85,300,911	129,412	82,755,262
Net County Cost	7,495,376	11,416,982	15,651,581	17,557,953	1,906,372	18,638,271
NCC Breakdown						
Federal Grants Match			30,105	30,105		30,105
State Grants Match			123,486	125,104	1,618	125,104
Mandated Services			4,120,256	4,328,738	208,482	4,337,452
Non-Mandated Services			11,377,734	13,074,006	1,696,272	14,145,610

Program Net County Cost

The portion of this program's FY 2007-08 Recommended Budget which is funded by the General Fund or Net County Cost (NCC) is \$17,557,953 or 17.2%. Of this amount, \$4,328,738 represents the County's share of Mandated child protective services, foster care placement costs, and Stage I child care based on state and federal allocations. Non-Mandated Services totaling \$13,074,006 include: \$3,736,733 in substance abuse treatment services; \$100,000 for the First 5 Daly City Partnering project; \$1,078,190 for the Receiving Home; and \$8,159,083 in child welfare services overmatch including \$3,503,742 for family resource centers, and \$4,655,341 for child protective services, child abuse prevention, adoptions, licensing, and the independent living program for emancipating foster youth.

FY 2007-08 Program Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; annualization of mid-year position changes; County-owned facility rental charges, including debt service for the Youth Services Center; adjustments in Fund Balance and Reserves based on FY 2006-07 year-end projections including \$609,839 for Children And Youth System of Care Collaborative reserves and \$313,335 for restoration of Child Care reserves; deletion of prior one-time costs including the emancipating foster youth apartment projects and the new Receiving Home project not completed in FY 2006-07; increased reimbursements to Program Support; 3% cost-of-living adjustments for community-based organization contracts; full implementation of Differential Response; adjustments to CalWORKs Stage I child care costs to reflect a lower allocation; subsidized group home wrap-around; adoption assistance costs; and expansion of the Transitional Housing Plus Program. Revenue adjustments include lower Stage I child care; reductions reflecting grants that have ended; and a reduction in Family Resource Center partnership contributions, substance abuse crime prevention Offender Treatment grant, and Housing Plus reimbursement (Intrafund Transfer) for assessment and supportive service.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(74,201)	(1,021,355)	(133,004)	2,132,297	1,052,139	0

2. AOD Strategic Plan Implementation

Appropriations are being made for first-year startup costs in implementing the AOD Strategic Plan approved by the Board of Supervisors on November 7, 2006. The Agency has identified \$700,000 in Net County Cost offsets, plus \$50,000 in available AOD trust fund revenues, to

cover anticipated first-year costs. The ongoing goal is to identify additional revenue sources and opportunities to leverage other existing fund sources in order to increase the appropriation to \$1.5 million by FY 2008-09.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
50,000	750,000	0	0	700,000	0

3. Use of Reserves for One-Time Projects

Increased Reserves that have been set aside from the projected FY 2006-07 year-end balance are being used to fund approximately \$2.3 million in one-time projects: 1) \$145,665 to extend seven child care contracts for one additional year, which supports the program objective of providing child care assistance to 2,700 children; 2) \$137,649 to provide an additional year of bridge funding for an adult residential substance abuse treatment program serving 19 clients in a 90-day program, while the strategic planning process currently underway identifies priorities and service recommendations; 3) \$500,000 to develop and implement a database to facilitate evaluation of Family Resource Centers (FRC), Family Self-Sufficiency Teams, and Team-Decisionmaking client outcomes; 4) reappropriation of \$750,000 to partially fund the purchase of a supportive housing facility for emancipated foster youth, and reappropriation of \$250,000 to partially fund the purchase of a second supportive housing facility for emancipated foster youth in the South County; and 5) \$495,318 for construction and furnishing of a new Children's Shelter for children temporarily removed from their homes.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	2,278,632	0	(2,278,632)	0	0

4. Staffing Adjustments

A net increase of two positions is being made: 1) addition of one Management Analyst III position to enable improved coordination and integration of Prevention and Early Intervention activities among County departments and community-based partners addresses the program objective of promoting community partnerships and coordinated services to increase the resilience of children and families; and 2) one Case Management Specialist II, and related revenue, is being transferred in to Alcohol and Other Drug Services (AOD) from Vocational Rehabilitation Services to reflect the current organizational placement of this position.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
153,613	207,846	0	0	54,233	2

5. One-Time Support for Daly City Partnership Project

Appropriations for contract services are being made as supplemental funding for the Daly City Partnership Project—Our Second Home Family Resource Center—which will be receiving a reduced allocation from First 5 San Mateo County. This action supports achievement of Agency objectives within the Prevention and Early Intervention (PEI) program of keeping children safe and improving outcomes for children and families.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	100,000	0	0	100,000	0

TOTAL FY 2007-08 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
129,412	2,315,123	(133,004)	(146,335)	1,906,372	2

FY 2008–09 Program Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

6. Adjustments to Provide Current Level of Services

Budget adjustments have been made to meet performance targets: negotiated labor increases; inclusion of merit increases; increases Intergovernmental Revenue commensurate with increased staff development labor costs; reductions in revenues and Fund Balance used to provide one-year funding for contract services; and elimination of prior year one-time expenses such as the new Children's Shelter and childcare foster youth housing projects.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,545,649)	(1,365,331)	0	0	1,180,318	0

7. Deletion of One-Time Support for Daly City Partnership Project

Prior year one-time supplemental funding for the First 5 Daly City Partnership Project—Our Second Home Family Resource Center—is deleted.

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
0	(100,000)	0	0	(100,000)	0

TOTAL FY 2008-09 PROGRAM FUNDING ADJUSTMENTS

Revenue/Sources	Appropriations	Intrafund Transfers	Reserves	Net County Cost	Positions
(2,545,649)	(1,465,331)	0	0	1,080,318	0

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Non-Departmental Services



*Recommended Budget
FY 2007-08
FY 2008-09*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

Non-Departmental Services FY 2007-08 and 2008-09 All Funds Summary

Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
Non-Departmental Services	99,003,735	182,458,323	229,170,704	175,255,253	(53,915,451)	134,617,950
Contingencies	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
Total General Fund	122,505,329	208,377,243	257,413,874	204,157,703	(53,256,171)	163,487,793
Non-General Fund Budgets						
Non-Departmental Services						
Sergeants/Teamsters Retiree Health	168,156	112,246	26,179		(26,179)	
Accumulated Capital Outlay Fund	7,857	8,066	5,406	3,888	(1,518)	3,888
Courthouse Construction Fund	4,622,482	4,301,662	4,384,962	4,525,431	140,469	4,799,738
Criminal Justice Construction Fund	3,552,483	3,361,557	2,655,363	2,786,752	131,389	2,920,435
Capital Projects	7,565,359	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424
Debt Service Fund	45,763,800	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946
Total Non-General Fund	61,680,139	57,060,454	76,465,552	84,170,473	7,704,921	70,168,431
Total Requirements	184,185,468	265,437,697	333,879,426	288,328,176	(45,551,250)	233,656,224
Total Sources	490,966,928	607,698,934	616,688,206	597,651,485	(19,036,721)	557,677,140
Net County Cost	(306,781,460)	(342,261,237)	(282,808,780)	(309,323,309)	(26,514,529)	(324,020,916)

Non-Departmental Services (8000B)

Budget Unit Locator

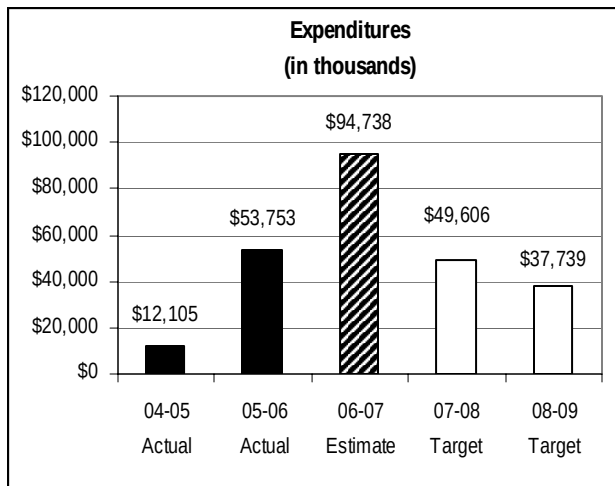
County

Non-Departmental Services

- ▷ **Non-Departmental Services**
 - Sergeants/Teamsters Retiree Health
 - Contingencies
 - Accumulated Capital Outlay
 - Courthouse Construction Fund
 - Criminal Justice Construction Fund
 - Capital Projects
 - Debt Service

Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenue, including property tax, sales and use tax, transient occupancy tax (TOT) and interest earnings. Revenue transfers from other funds are budgeted here, including the Solid Waste Fund and A-87 indirect overhead cost recovery from Non-General Fund departments. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. Non-Departmental Reserves and appropriations that benefit many or all County departments such as information technology, facility repairs, capital improvement projects and debt service payments, are budgeted in this unit.



Net County Cost

The Net County Cost in this budget unit is always negative because it includes more revenue and Fund Balance than it does appropriations and Reserves. This negative amount offsets Net County Cost budgeted in other General Fund departments. For FY 2007-08, this budget includes \$4,967,180 for debt service and \$2,000,000 in reserves for technology and capital improvement projects as required by the County Reserves Policy. The

discretionary portion of this budget includes \$42,229,183 in appropriations for Countywide technology and capital improvement projects, annual contribution to the County's unfunded actuarial liability for retiree health, anticipated cost of two countywide elections, purchase of the First American Title Company building at 555 Marshall Street, and other costs for Mandated Services with no maintenance-of-effort requirements, and \$126,058,890 in Reserves in excess of minimum County Reserves Policy requirements.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance carryover and Reserves have been increased to reflect year-end actuals; one-time revenues and appropriations have been reversed, including property tax contributions made in excess of mandated school funding levels (Excess ERAF), one-time contribution to pay down the County's unfunded Retiree Health Liability, one-time implementation of the County's Automated Time Keeping System (ATKS), other one-time technology and capital improvement projects, and capital and technology projects in progress have been re-appropriated. This budget includes new contracts with the major employee bargaining units that took effect November 2006.

Revenue/Sources	(72,982,146)
Appropriations	(64,556,566)
Intrafund Transfers	0
Reserves	(4,018,563)
Net County Cost	4,407,017
Positions	0

2. General Revenue Adjustments

General revenue sources have been adjusted based on historical and current year receipts as well as anticipated trends. Growth in these revenues are being used to offset growth in ongoing General Fund expenditures. In consultation with the Assessor's Office, secured property tax growth of seven percent is included, and unsecured property tax revenue, primarily from airlines and businesses at San Francisco Airport, has been kept flat. Revenues from supplemental and property transfer taxes have been reduced five percent based on actual receipts in the current year and the declining trend from prior years. Sales tax has been increased three percent over estimated FY 2006-07 actuals based on projected increases in sales within the unincorporated area, including businesses at San Francisco Airport. Transient occupancy tax (TOT) has been increased by two percent based on current year trends

and interest earnings has also been increased by two percent based on current return on investments.

Revenue/Sources	25,401,066
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(25,401,066)
Positions	0

3. Children's Health Initiative Funding

Contributions from the Solid Waste Fund to support the Children's Health Initiative will be reduced to \$1.5 million to be in line with current revenues generated by the \$2 tipping fee at the Ox Mountain landfill. This will result in a Net County Cost increase of \$1.2 million.

Revenue/Sources	(1,200,000)
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	1,200,000
Positions	0

4. Local Property Tax (Excess ERAF)

Property tax contributions made in excess of mandated school funding levels will continue to be returned to the County in FY 2007-08. These funds will be set-aside in Reserves for future one-time purposes, such as paying down the unfunded liability for Retiree Health, capital improvement projects and debt service.

Revenue/Sources	22,039,438
Appropriations	0
Intrafund Transfers	0
Reserves	22,039,438
Net County Cost	0
Positions	0

5. Sheriff's Relief Pool

In February 2007, the Board of Supervisors approved a plan to phase-in additional relief staffing in the Sheriff's Office. The plan

calls for a Relief staffing pool of 27 positions. Nine positions were added in September 2005, nine will be added in FY 2007-08 and nine more in FY 2008-09. This adjustment reflects the appropriation of the nine positions added in FY 2007-08. A working group consisting of staff from the County Manager's Office and the Sheriff's Office will continue to monitor the use of overtime and assess the impact of the relief pool positions on Sheriff's overtime costs.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(1,750,000)
Net County Cost	(1,750,000)
Positions	0

6. Salary Increases for Attorneys

A recent survey was undertaken to compare the salary and benefits of similar attorney positions in surrounding counties. The results of the survey revealed that attorneys working in the District Attorney and County Counsel offices were paid approximately 10% below the median range of the surveyed counties. This adjustment reflects a 10.2% increase in salaries for attorneys working in those departments. These funds will be appropriated in the District Attorney and County Counsel budgets as a June revision.

Revenue/Sources	0
Appropriations	1,330,000
Intrafund Transfers	0
Reserves	(1,330,000)
Net County Cost	0
Positions	0

7. San Mateo Medical Center Loan

In order to address a budget deficit brought on by stagnant revenues and increasing costs, including salaries and retirement costs, the San Mateo Medical Center will receive a \$17.9 million loan from the General Fund in FY 2007-08, representing an increase of \$5.6 million over the FY 2006-07 loan amount. This brings the outstanding loan amount to \$73.6 million, pending close of the County's FY 2006-07 books. There is no appropriation in the Medical Center's FY 2007-08 Recommended Budget to repay the loan. The County is currently exploring alternatives to enhancing revenues and

stabilizing cost increases at the Medical Center to slow down its dependency on General Fund support.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(5,629,760)
Net County Cost	(5,629,760)
Positions	0

8. Medically Indigent Healthcare Study

The Medically Indigent Healthcare screening and verification program, which had been piloted the past 18 months, will be continued on an ongoing basis at an estimated annual cost of \$1.8 million. These funds will be appropriated in operating department budgets in September 2007, prior to adoption of the final FY 2007-08 budget. Further, in the coming year the County will conduct a comprehensive review of its system of health care for the medically indigent and poor. A one-time adjustment of \$300,000 is appropriated to fund the cost of a consultant to assist with the review.

Revenue/Sources	0
Appropriations	2,100,000
Intrafund Transfers	0
Reserves	(2,100,000)
Net County Cost	0
Positions	0

9. Additional Countywide Elections in FY 2007-08

In FY 2007-08 there will be three countywide elections in San Mateo County: November 2007, February 2008 (Presidential Primary) and June 2008. The Election's Division of the Assessor-County Clerk-Recorder's Department has appropriation for one countywide election built into its baseline budget. This adjustment provides one-time funding for two additional elections.

Revenue/Sources	0
Appropriations	2,469,990
Intrafund Transfers	0
Reserves	(2,469,990)
Net County Cost	0
Positions	0

10. Structural Fire General Fund Subsidy

The Structural Fire Fund's property tax revenues have been unable to keep pace with rising costs. Property tax distributions are based on a blended rate that is calculated using predetermined tax rate areas for each taxing entity. The property taxes that accrue to the Structural Fire Fund are based on a mix of tax rate areas that have a large share of unsecured taxes that is not proportional to the rest of the County. While unsecured property taxes account for 6.6 percent of the County's total property tax revenue, they account for 50 percent of the taxes in Structural Fire's tax rate areas. Over the past five years, secured property taxes have grown an average of seven percent per annum while unsecured property taxes have decreased six percent per annum. As a result, Structural Fire's property tax growth has remained relatively flat. To address the shortfall in FY 2007-08 the County will be providing a subsidy of \$900,000. In the upcoming fiscal year, the County will explore the feasibility of placing a parcel tax on the ballot to provide an ongoing funding stream and eliminate the Structural Fire Fund's need for General Fund support.

Revenue/Sources	0
Appropriations	900,000
Intrafund Transfers	0
Reserves	(900,000)
Net County Cost	0
Positions	0

11. Purchase of First American Title Building

The County is completing negotiations for the purchase of the First American Title Company building located at 555 Marshall Street in Redwood City. The purchase of this building will allow the County to move forward with its master plan for the Redwood City campus, which includes a new office building on this site. This adjustment appropriates the negotiated purchase price of the land and closing costs.

Revenue/Sources	0
Appropriations	4,000,000
Intrafund Transfers	0
Reserves	(4,000,000)
Net County Cost	0
Positions	0

12. Technology and Capital Improvement Projects

Funding has been included for ongoing maintenance of Countywide technology and implementation of new technology initiatives, including an Enterprise Resource Planning (ERP) study of the County's financial, accounting and payroll systems; research into new technologies such as biometrics; and infrastructure improvements to allow for data systems in Health, Human Services and Criminal Justice departments to communicate with one another. New capital projects include maintenance and improvements to various County-owned facilities. A list of funded projects can be found in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	8,623,958
Intrafund Transfers	0
Reserves	(8,623,958)
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	(26,741,642)
Appropriations	(45,132,618)
Intrafund Transfers	0
Reserves	(8,782,833)
Net County Cost	(27,173,809)
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

13. Sheriff's Relief Pool

This adjustment reflects the cost of the nine positions to be added to the Sheriff's Relief Pool in FY 2008-09.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(1,525,000)
Net County Cost	(1,525,000)
Positions	0

14. Current Level Budget Adjustments and FY 2007-08**Assumptions**

Assumptions for general revenue include a six percent increase in secured property tax and property tax in-lieu of vehicle license fees; and two percent growth in sales tax and transient occupancy tax (TOT). Continuation of the Medical Center loan at the FY 2007-08 level is included as well as an additional three percent increase for community-based providers. Other adjustments have been made as follows: Reserves from the prior year have been carried over into Fund Balance; one-time revenue and appropriations have been removed, including the purchase of the First American Title Company building and the cost of two countywide elections; debt service transfers have been updated; and capital improvement appropriations have been reduced assuming completion of some projects.

Revenue/Sources	(25,972,303)
Appropriations	(11,867,172)
Intrafund Transfers	0
Reserves	(27,245,131)
Net County Cost	(13,140,000)
Positions	0

TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	(25,972,303)
Appropriations	(11,867,172)
Intrafund Transfers	0
Reserves	(28,770,131)
Net County Cost	(14,665,000)
Positions	0

Non-Departmental Services (8000B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	264,547,187	303,776,554	273,137,267	288,021,972	14,884,705	301,369,412
Licenses, Permits and Franchises	357,472	378,730	350,000	432,160	82,160	432,160
Use of Money and Property	11,037,690	12,481,761	9,708,244	16,464,043	6,755,799	16,793,324
Intergovernmental Revenues	5,247,977	18,170,718	2,264,699	2,287,335	22,636	2,314,139
Charges for Services	22,051	23,175				
Interfund Revenue	4,996,454	6,920,212	10,281,950	8,964,946	(1,317,004)	9,013,802
Miscellaneous Revenue	664,645	8,302,440	150,000	300,000	150,000	300,000
Total Revenue	286,873,477	350,053,590	295,892,160	316,470,456	20,578,296	330,222,837
Fund Balance	142,413,310	200,584,890	244,330,494	197,010,556	(47,319,938)	157,285,872
TOTAL SOURCES	429,286,787	550,638,480	540,222,654	513,481,012	(26,741,642)	487,508,709
REQUIREMENTS						
Salaries and Benefits	11,830		5,000,000	6,580,000	1,580,000	6,882,400
Services and Supplies	4,692,764	12,577,542	14,213,074	18,392,646	4,179,572	13,883,188
Other Charges	292,012	5,305,206	11,479,579	8,194,460	(3,285,119)	8,194,460
Fixed Assets		85,117	3,075,000		(3,075,000)	
Other Financing Uses	7,473,751	36,369,570	60,970,761	16,438,690	(44,532,071)	8,778,576
Gross Appropriations	12,470,358	54,337,434	94,738,414	49,605,796	(45,132,618)	37,738,624
Intrafund Transfers	(365,590)	(584,160)	(409,433)	(409,433)		(409,433)
Net Appropriations	12,104,768	53,753,274	94,328,981	49,196,363	(45,132,618)	37,329,191
Contingencies/Dept Reserves	86,898,967	128,705,049	134,841,723	126,058,890	(8,782,833)	97,288,759
TOTAL REQUIREMENTS	99,003,735	182,458,323	229,170,704	175,255,253	(53,915,451)	134,617,950
NET COUNTY COST	(330,283,053)	(368,180,157)	(311,051,950)	(338,225,759)	(27,173,809)	(352,890,759)

Sergeants/Teamsters Retiree Health (8050B)

Budget Unit Locator

County

Non-Departmental Services

Non-Departmental Services

▷ **Sergeants/Teamsters Retiree Health**

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Teamster and Sergeants Retiree Health Trust Funds contain negotiated employee contributions and any matching County contributions toward retiree health costs for employees retiring from these bargaining units.

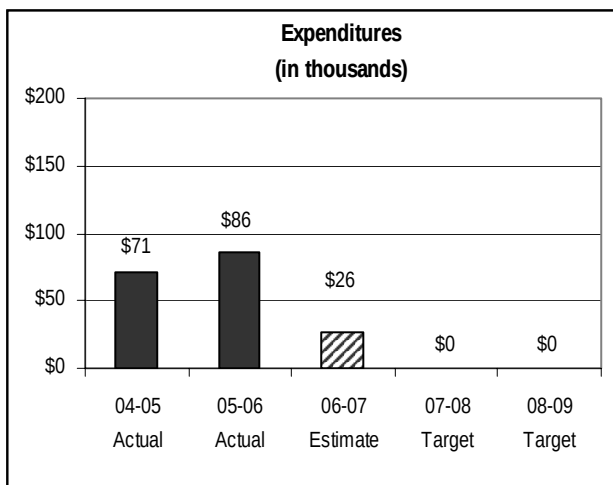
FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Current Level Budget Adjustments

The Teamsters and the Sergeants trust funds have been closed out.

Revenue/Sources	(26,179)
Appropriations	(26,179)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0



Net County Cost

This budget unit consists of two separate trust funds that were formerly receiving contributions from the County General Fund and employees in these bargaining units for payment of retiree health premiums. Contributions to both funds were discontinued in FY 2005-06 and the fund balances exhausted. Both funds have been closed out during FY 2006-07.

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	3,607	2,094	108		(108)	
Interfund Revenue	11,830					
Miscellaneous Revenue	11,830					
Total Revenue	27,267	2,094	108		(108)	
Fund Balance	140,889	110,152	26,071		(26,071)	
TOTAL SOURCES	168,156	112,246	26,179		(26,179)	
REQUIREMENTS						
Salaries and Benefits	70,515	86,175	26,179		(26,179)	
Net Appropriations	70,515	86,175	26,179		(26,179)	
Contingencies/Dept Reserves	97,641	26,071				
TOTAL REQUIREMENTS	168,156	112,246	26,179		(26,179)	

Contingencies (8100B)

Budget Unit Locator

County

Non-Departmental Services
 Non-Departmental Services
 Sergeants/Teamsters Retiree Health

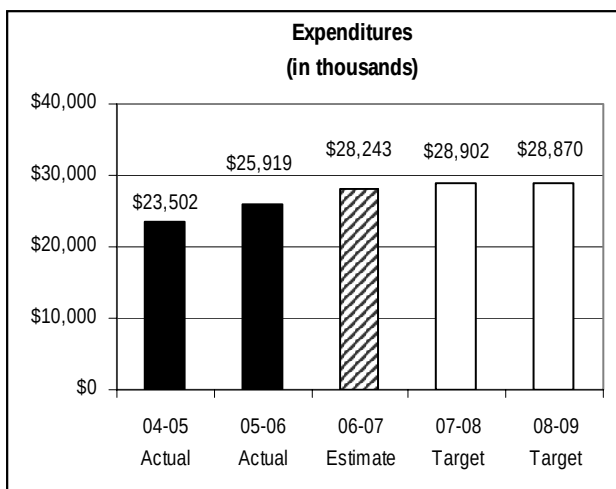


Contingencies

Accumulated Capital Outlay
 Courthouse Construction Fund
 Criminal Justice Construction Fund
 Capital Projects
 Debt Service

Budget Unit Description

This budget unit contains the minimum General Fund appropriation for contingencies required under the County Reserves Policy, which has been set at three percent of General Fund net appropriations, to be used for economic uncertainties, emergencies and unanticipated mid-year funding losses.



Net County Cost

The portion of this budget unit's FY 2007-08 Recommended Budget, which is funded by the General Fund or Net County Cost (NCC), is \$28,902,450 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	659,280
Net County Cost	659,280
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(32,607)
Net County Cost	(32,607)
Positions	0

Contingencies (8100B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
REQUIREMENTS						
Contingencies/Dept Reserves	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
TOTAL REQUIREMENTS	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
NET COUNTY COST	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843

Accumulated Capital Outlay Fund (8200B)

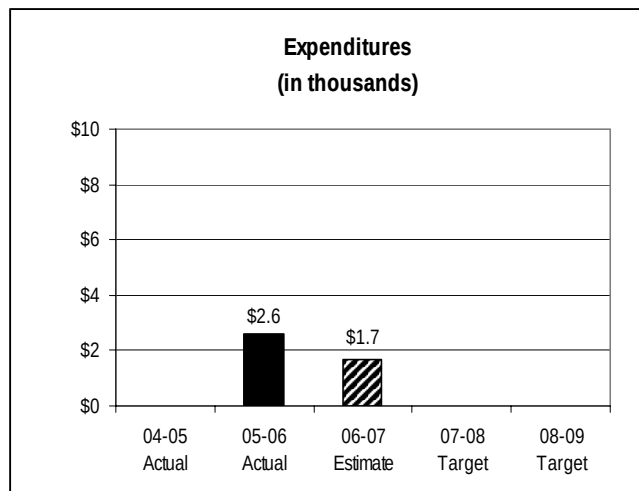
Budget Unit Locator

County

- Non-Departmental Services
 - Non-Departmental Services
 - Sergeants/Teamsters Retiree Health
 - Contingencies
- **Accumulated Capital Outlay**
 - Courthouse Construction Fund
 - Criminal Justice Construction Fund
 - Capital Projects
 - Debt Service

Budget Unit Description

The Accumulated Capital Outlay Fund contains appropriations for County capital improvements, facilities maintenance projects and debt service payments. Revenue is generated from the sale of real property and from interest earnings on Fund Balance. The most recent sale of property that generated a significant amount of revenue (\$16.3 million) was the sale of the County's property at Polhemus in 1989. Reimbursement was also received from San Francisco International Airport for building renovations made to the Palcare Childcare Center through April 1998. This Fund is nearly depleted without an ongoing funding source.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from the sale of County property and interest earnings on Fund Balances.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Elimination of Capital Projects

Completed projects have been eliminated; remaining fund balance has been placed in reserves; and adjustments have been made to reflect interest income.

Revenue/Sources	(1,518)
Appropriations	(1,718)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	200
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

No Change.

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	222	208		200	200	
Total Revenue	222	208		200	200	
Fund Balance	7,635	7,857	5,406	3,688	(1,718)	3,888
TOTAL SOURCES	7,857	8,065	5,406	3,888	(1,518)	3,888
REQUIREMENTS						
Other Financing Uses		2,660	1,718		(1,718)	
Net Appropriations		2,660	1,718		(1,718)	
Contingencies/Dept Reserves	7,857	5,406	3,688	3,888	200	3,888
TOTAL REQUIREMENTS	7,857	8,066	5,406	3,888	(1,518)	3,888

Courthouse Construction Fund (8300B)

Budget Unit Locator

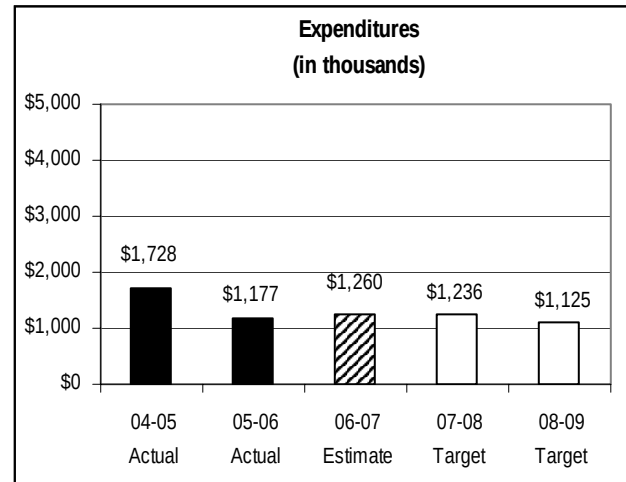
County

- Non-Departmental Services
 - Non-Departmental Services
 - Sergeants/Teamsters Retiree Health
 - Contingencies
 - Accumulated Capital Outlay
- ▷ **Courthouse Construction Fund**
 - Criminal Justice Construction Fund
 - Capital Projects
 - Debt Service

Budget Unit Description

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Courthouse Construction Fund for purposes of construction, rehabilitation, lease and financing courtrooms. A penalty assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 in fines collected pursuant to Government Code 76004.

Pursuant to G.C. Section 70404, the Administrative Office of the Courts (AOC) must approve appropriation of Courthouse Construction Funds after January 1, 2004. Exceptions to this rule include appropriations approved by the Board of Supervisors prior to January 1, 2004 (re-appropriations) and future appropriations for new or ongoing projects to correct deficiencies that could be used as grounds for rejection of the transfer of responsibility for that court facility to the State. Two facilities that may require seismic work prior to transfer are the Central Courthouse in San Mateo and the Northern Courthouse in South San Francisco. The County has received approval from the Administrative Office of the Courts to use the Courthouse Construction Fund to pay debt service for the Court's portion of the new Youth Services Campus, beginning in 2007.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal and traffic fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project Reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	(728,627)
Re-Appropriations	221,762
Intrafund Transfers	0
Reserves	0
Net County Cost	(506,865)
Positions	0

2. Debt Service Payment

An adjustment has been made to debt service for bonds issued in 1995 for the renovation of courtroom facilities in the Hall of Justice building and bonds issued in 2003 for the new Youth Services Center.

Revenue/Sources	0
Appropriations	(530,950)
Re-Appropriations	1,013,986
Intrafund Transfers	0
Reserves	0
Net County Cost	483,027
Positions	0

3. Adjustments for Revenue

An adjustment has been made to reflect increased revenue from from interest earnings and assessed fees.

Revenue/Sources	140,469
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	164,307
Net County Cost	23,838
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	140,469
Appropriations	(1,259,586)
Re-Appropriations	1,235,748
Intrafund Transfers	0
Reserves	164,307
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior year. Project reserves have been increased due to an increase in interest earnings. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	274,307
Appropriations	(110,612)
Re-Appropriations	110,881
Intrafund Transfers	0
Reserves	384,919
Net County Cost	0
Positions	0

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		1,161				
Use of Money and Property	80,966	96,574	60,000	100,055	40,055	110,055
Charges for Services	1,435,779	1,309,741	1,200,000	1,300,000	100,000	1,400,000
Total Revenue	1,516,745	1,407,476	1,260,000	1,400,055	140,055	1,510,055
Fund Balance	3,105,738	2,894,186	3,124,962	3,125,376	414	3,289,683
TOTAL SOURCES	4,622,483	4,301,662	4,384,962	4,525,431	140,469	4,799,738
REQUIREMENTS						
Other Financing Uses	1,728,296	1,176,700	1,259,586	1,235,748	(23,838)	1,125,136
Net Appropriations	1,728,296	1,176,700	1,259,586	1,235,748	(23,838)	1,125,136
Non-General Fund Reserves	2,894,186	3,124,962	3,125,376	3,289,683	164,307	3,674,602
TOTAL REQUIREMENTS	4,622,482	4,301,662	4,384,962	4,525,431	140,469	4,799,738

Criminal Justice Construction Fund (8400B)

Budget Unit Locator

County

Non-Departmental Services

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

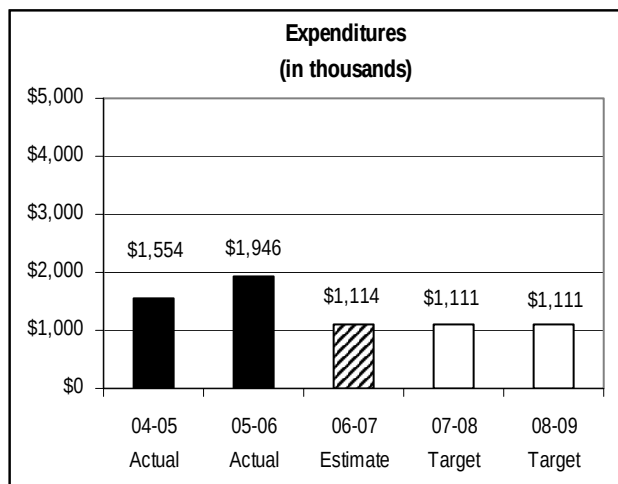
► **Criminal Justice Construction Fund**

Capital Projects

Debt Service

Budget Unit Description

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Criminal Justice Facilities Fund for purposes of construction, reconstruction, expansion, improvement, operation or maintenance of criminal justice facilities. A penalty assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 in fines collected pursuant to Government Code 76004. Funds have been budgeted for a portion of the debt service payment for the lease revenue bonds issued in 1993 to build the Maguire Correctional Facility. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project Reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	131,389
Appropriations	(13,611)
Re-Appropriations	11,317
Intrafund Transfers	0
Reserves	133,683
Net County Cost	0
Positions	0

2. Adjustments to Debt Service

The Maguire Correctional Facility debt service payment has been added. The Debt Service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(1,100,000)
Re-Appropriations	1,100,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	131,389
Appropriations	(1,113,611)
Re-Appropriations	1,111,317
Intrafund Transfers	0
Reserves	133,683
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in FY 2007-08. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	133,683
Appropriations	(11,317)
Re-Appropriations	5,659
Intrafund Transfers	0
Reserves	145,000
Net County Cost	0
Positions	0

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		65				
Use of Money and Property	52,679	52,635	40,000	45,000	5,000	45,000
Charges for Services	1,433,293	1,310,881	1,200,000	1,200,000		1,200,000
Total Revenue	1,485,973	1,363,581	1,240,000	1,245,000	5,000	1,245,000
Fund Balance	2,066,511	1,997,976	1,415,363	1,541,752	126,389	1,675,435
TOTAL SOURCES	3,552,484	3,361,557	2,655,363	2,786,752	131,389	2,920,435
REQUIREMENTS						
Other Financing Uses	1,554,507	1,946,194	1,113,611	1,111,317	(2,294)	1,100,000
Net Appropriations	1,554,507	1,946,194	1,113,611	1,111,317	(2,294)	1,100,000
Non-General Fund Reserves	1,997,976	1,415,363	1,541,752	1,675,435	133,683	1,820,435
TOTAL REQUIREMENTS	3,552,483	3,361,557	2,655,363	2,786,752	131,389	2,920,435

Capital Projects (8500D)

Budget Unit Locator

County

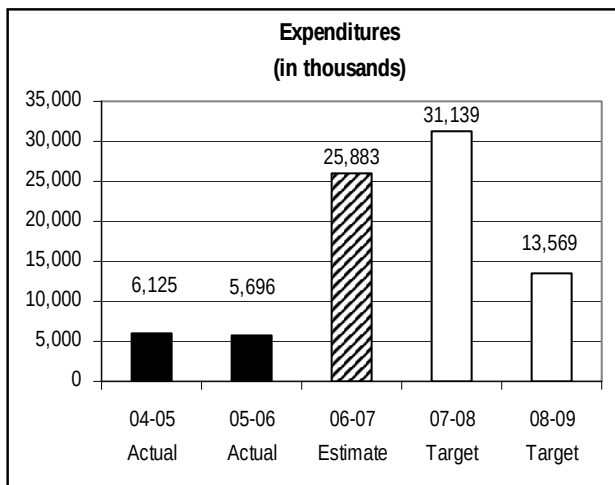
Non-Departmental Services
 Non-Departmental Services
 Sergeants/Teamsters Retiree Health
 Contingencies
 Accumulated Capital Outlay
 Courthouse Construction Fund
 Criminal Justice Construction Fund

► Capital Projects

Debt Service

Budget Unit Description

The Capital Projects Fund was established in FY 1995-96 to centrally budget capital improvement projects in the County.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund capital improvement projects.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

Fund Balance and one-time projects have been eliminated. Funds have been re-appropriated for projects not completed in the prior year. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(7,716,098)
Appropriations	(25,883,811)
Re-Appropriations	20,056,363
Intrafund Transfers	0
Reserves	(1,888,650)
Net County Cost	0
Positions	0

2. Adjustments to Fund New Capital Projects

Funds have been added for new projects including the purchase of the First American Title Building. The County has made a concerted effort to fund capital improvements at an appropriate level pending completion of a new 5-year Capital Improvement Plan. As a result, General Fund contributions towards capital maintenance projects has been increased by \$1.9 million to a total of \$3.9 million in FY 2007-08. A list of new projects can be viewed in the following pages.

Revenue/Sources	11,082,494
Appropriations	11,082,494
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	3,366,396
Appropriations	(14,801,317)
Re-Appropriations	20,056,363
Intrafund Transfers	0
Reserves	(1,888,650)
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects and a one-time land purchase have been eliminated. Funds have been re-appropriated for estimated projects not to be completed in FY 2007-08. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(17,569,433)
Appropriations	(31,138,857)
Re-Appropriations	(17,569,433)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Capital Projects (8500D)

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
CRIMINAL JUSTICE PROJECTS			
Crime Lab Air Compressor		10,000	10,000
Crime Lab Energy Efficiency Study		25,000	25,000
Day Top Drug Treatment Center Refrigerator		25,000	25,000
Day Top Drug Treatment Center Windows		40,000	40,000
Glenwood Boys Ranch HVAC		12,500	12,500
Half Moon Bay Airport Staging Area		20,310	20,310
Law Library Water Heater		4,000	4,000
Maguire Correctional Facility 3 West Pod		25,000	25,000
Maguire Correctional Facility Air Tanks		35,000	35,000
Maguire Correctional Facility Boiler		195,000	195,000
Maguire Correctional Facility Cameras		75,000	75,000
Maguire Correctional Facility Compressor		32,000	32,000
Maguire Correctional Facility Control Workstation	72,340		72,340
Maguire Correctional Facility Floor Covering		25,000	25,000
Maguire Correctional Facility Flooring		20,100	20,100
Maguire Correctional Facility Generator		50,000	50,000
Maguire Correctional Facility Plumbing		13,000	13,000
Maguire Correctional Facility Power Surge		50,000	50,000
Maguire Correctional Facility Roof		100,000	100,000
Maguire Correctional Facility Sewage Separation	200,353		200,353
Maguire Correctional Facility Sewer Screening	158		158
Maguire Correctional Facility Waterproof Deck		75,000	75,000
North County Courts Lighting		8,500	8,500
Old Courthouse Roof		7,500	7,500
Women's Correctional Center SBSA Claim Settlement		70,000	70,000
Work Furlough Building HVAC		25,000	25,000
Subtotal Criminal Justice - Facility Surcharge	272,851	942,910	1,215,761

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
Communications Dispatch Center Replace HVAC Unit	54,920		54,920
Hall of Justice Fire Alarm Panel	88,910		88,910
Hall of Justice/Maguire/County Office Building HVAC Consultant	48,529		48,529
Maguire Correctional Center Fire Alarm Upgrade		350,000	350,000
Maguire Correctional Facility Clean Ventilation Ducts	135,698		135,698
Maguire Correctional Facility Cogeneration Project	279		279
Maguire Correctional Facility Conveyor	20,440		20,440
Maguire Correctional Facility Replace Fire Alarm Panel	25,000		25,000
Maguire Correctional Facility Security Doors	39,041		39,041
Women's Correctional Facility Request for Proposals		200,000	200,000
Women's Correctional Center Fire Alarm Phase 2	34,836		34,836
Women's Correctional Center Generator	117,382		117,382
Work Furlough Building Replace Fire Alarm Panel	15,500		15,500
Youth Services Center Cogeneration Maintenance Support	152,001		152,001
Youth Services Center Cogeneration Overhaul		152,000	152,000
Youth Services Center Security Checkpoint	20,000		20,000
Subtotal Criminal Justice - General Fund	752,536	702,000	1,454,536
Central Courts Front and Rear Entrances	14,302		14,302
Central Courts Perimeter Security	34,435		34,435
County Office Building Annex Drainage	49,557		49,557
Countywide Emergent Special Jobs	15,500		15,500
Hall of Justice Fire Alarm Panel	104,945		104,945
Hall of Justice Lighting Distribution Panel	3,023		3,023
Subtotal Criminal Justice - Courthouse Construction Funds	221,762		221,762
Youth Services Center Plan	112,674		112,674
Subtotal Criminal Justice - Bonds	112,674		112,674
Maguire Correctional Center Cogeneration	60,466		60,466
Subtotal Criminal Justice - CA PUC Incentive Funds	60,466		60,466

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
Coyote Point Firing Range		75,000	75,000
Maguire and Women's Correctional Facilities Needs Assessment	45,998	120,800	166,798
Maguire Correctional Center Flooring		50,000	50,000
Maguire Correctional Center Jail Management System Assessment		166,000	166,000
Maguire Correctional Center Kitchen		55,000	55,000
Subtotal Criminal Justice - Department Funded	45,998	466,800	512,798
Maguire Correctional Center Roof Repair and Waterproofing	11,317		11,317
Subtotal Criminal Justice - Temporary Construction Funds	11,317		11,317
Youth Services Center Parking Lot Repair	44,731		44,731
Subtotal Criminal Justice - Proposition 172	44,731		44,731
TOTAL CRIMINAL JUSTICE PROJECTS	1,522,335	2,111,710	3,634,045
HEALTH SERVICES PROJECTS			
SMMC Cogeneration Project	2,977,311		2,977,311
Subtotal Health Services Projects - Loan Proceeds	2,977,311		2,977,311
Burlingame Long Term Care Elevator		50,000	50,000
Burlingame Long Term Care Gate Valves		10,000	10,000
Cordilleras Fire Alarm Upgrade	384,420		384,420
Cordilleras Mental Health Compressors		29,950	29,950
Health Department Building Steam/Heating Hot Water Conversion	48,472		48,472
Health Department Pine Street Warehouse Improvements	4,583		4,583
Public Health Building 37th Ave Exterior Paint	793		793
San Mateo Medical Center 39th Avenue Building Parking Lot		400,000	400,000
SMMC Nursing Wing Bathroom		150,000	150,000
Subtotal Health Services - General Fund	438,268	639,950	1,078,218

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
SMMC Building 54 Separation	24,181		24,181
SMMC Building Fire Separation	8,609		8,609
SMMC E-CAM Replacement	47,821		47,821
SMMC Emergency Room Remodel	2,863		2,863
SMMC Gift Shop Door Modification	5,000		5,000
SMMC Hospital Blood Bank Expansion	19,927		19,927
SMMC Main Campus Rekey	18,000		18,000
SMMC Parking Study	2,943		2,943
Subtotal Health Services/SMMC - Department Funded	129,344		129,344
Burlingame Long Term Care Freezer Install		25,050	25,050
Burlingame Long Term Care HVAC Upgrade		25,000	25,000
Cordilleras Mental Health Center Flooring		100,000	100,000
Cordilleras Mental Health Center Transformer		50,000	50,000
Health Department and SMMC CAD Schematics Drawings	90,439		90,439
Health Services HVAC Controls		50,000	50,000
SMMC Clinics HVAC Improvements	50,000		50,000
SMMC Fire Alarm Panel Upgrade		30,000	30,000
SMMC Heating Hot Water Extension	99,807		99,807
SMMC High Pressure Steam Boiler Replacement	199,807		199,807
SMMC Kitchen Ceiling Replacements	11,083		11,083
SMMC Lobby Flooring		150,000	150,000
SMMC Medical Air System		25,000	25,000
SMMC Medical Gas System Alarm Panel Upgrades	50,000		50,000
SMMC Pneumatic Tube System		25,000	25,000
SMMC Replace Linoleum Flooring Connector	14,159		14,159
SMMC Structural Evaluation		100,000	100,000
SMMC Yamas and Johnson Controls Intergration	199,909		199,909
Subtotal Health Services Projects - Facility Surcharges	715,204	580,050	1,295,254

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
ADA Pine Street Restroom		31,584	31,584
ADA Veteran's Affairs Renovation		27,500	27,500
Health Services Generator	229,582		229,582
Subtotal Health Services Projects - Other	229,582	59,084	288,666
TOTAL HEALTH PROJECTS	4,489,709	1,279,084	5,768,793
PARKS AND MARINA PROJECTS			
ADA Compliance Carriage House	56,918		56,918
ADA Compliance Coyote Point Captain's House	45,000		45,000
ADA Compliance Flood Park Parking Lot Phase 2	16,377		16,377
ADA Compliance Marina Restroom	70,000		70,000
ADA Compliance Memorial Park Restroom	125,198		125,198
Coyote Point Bay Trail Construction	1,111,970		1,111,970
Coyote Point Environmental Museum Reroofing	136,970		136,970
Coyote Point Park Knoll Playground	354,970		354,970
Coyote Point Promenade	198,882		198,882
Coyote Point Water Distribution System	269,970		269,970
Coyote Point - Castaways Restaurant Demolition		90,000	90,000
Crystal Springs Trail Extension To Canada Road	445,000		445,000
Crystal Springs Trail Extension To Hwy 35	478,303		478,303
Crystal Springs Trail Extension To Hwy 92	209,823		209,823
Crystal Springs Trail Restrooms	106,970		106,970
Crystal Springs Trail South of Dam to Highway 35 Construction	434,970		434,970
Crystal Springs Trail Water Supply	175,606		175,606
Edgewood Park Interpretive Center	777,278		777,278
Fitzgerald Education Center Design Phase	55,000		55,000
Fitzgerald Seal Cove Trail Stairway	100,000		100,000
Meadowview Playground Replacement	325,794		325,794
Mid Coast Master Plan		75,000	75,000
Parks Wash Down Racks	179,901		179,901

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
San Pedro Valley Park Visitor Center Repair	174,970		174,970
Sawyer Camp Trail Surface Improvements	133,970		133,970
Trails Master Plan Update		75,000	75,000
Subtotal Parks and Marina - Parks Acquisition Fund	5,983,840	240,000	6,223,840
Coyote Point Marina Dredging Phase 2	100,000		100,000
Subtotal Parks and Marina Projects - State	100,000		100,000
Parks Fixed Assets Capital Projects	88,000		88,000
Parks and Marina Projects - Facility Surcharge	88,000		88,000
Parks Sediment Reduction	9,200		9,200
Tarwater Creek Sediment Reduction	5,795		5,795
Subtotal Parks and Marina Projects - Half Cent Fund	14,995		14,995
TOTAL PARKS AND MARINA PROJECTS	6,186,835	240,000	6,426,835
FIRE PROTECTION PROJECTS			
County Fire Stations Miscellaneous Projects	65,552		65,552
County Fire Stations Miscellaneous Repairs		50,000	50,000
Skylonda County Fire Generator	48,688		48,688
Skylonda County Fire Temporary Barracks	324,970		324,970
Subtotal Fire Protection Projects - General Fund	439,210	50,000	489,210
Skylonda Fire Station Replacement	3,000,000		3,000,000
Pescadero Fire Station Replacement	300,000		300,000
Subtotal Fire Protection Projects - State	3,300,000		3,300,000
TOTAL FIRE PROTECTION PROJECTS	3,739,210	50,000	3,789,210

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
OTHER COUNTY PROJECTS			
ADA Compliance Cohn Sorensen Law Library	35,475		35,475
ADA Compliance Countywide Projects		250,000	250,000
ADA Compliance County Building 555	21,420		21,420
ADA Compliance California Children Services	10,007		10,007
ADA Compliance Daly City Youth Center	11,107		11,107
ADA Compliance Half Moon Bay Airport Phase II	45,725		45,725
ADA Compliance - Half Moon Bay Airport	42,644		42,644
ADA Compliance Health Department	23,031		23,031
ADA Compliance HSA Building A	31,968		31,968
ADA Compliance Maple Street Shelter RWC	63,081		63,081
ADA Compliance Mental Health Region 4 RWC	3,013		3,013
ADA Compliance Peninsula Works 92nd Daly City	8,282		8,282
ADA Compliance Planning Dept Other Projects	14,360		14,360
ADA Compliance San Mateo Expo Center	1,394		1,394
ADA Compliance Sheriff's Office Demeter	28,084		28,084
ADA Compliance Sheriff's Office Fair Oaks	13,679		13,679
ADA Compliance Sheriff's Substation Moss Beach	33,234		33,234
ADA WIC Program East Palo Alto	8,779		8,779
ADA WIC Program Redwood City	15,643		15,643
ADA Parks Transition Plan	24,970		24,970
Belmont Paint Shop Insulation		3,500	3,500
Child Care Center Fire Alarm Panel	58,565		58,565
Child Care Center Fence		20,000	20,000
Central Library Sewer Line Replacement	76,000		76,000
County Office Building Southeast Porch Investigation	36,237		36,237
County Office Building Energy Evaluation	4,886		4,886
Countywide Emergent Special Jobs Facility Surcharges	823,290		823,290
Countywide Emergent Special Jobs Compliance Projects		250,000	250,000
Countywide Emergent Special Jobs Facility Surcharges	17,354		17,354
Countywide Emergent Special Jobs Capital Projects	1,346		1,346

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
East Palo Alto Replace Asphalt Parking Lot Structure	69,191		69,191
East Palo Alto Security Project	4,427		4,427
East Palo Alto Building Windows		14,000	14,000
East Palo Alto Window Security	26,786		26,786
Lathrop House Roof	111,894	30,000	141,894
Maple Street Shelter Replace Windows	48,091		48,091
Old Courthouse Replace/Repair Windows	42,932		42,932
SMMC Building 54 Upgrade	20,000		20,000
SMMC Kitchen Flooring	13,415		13,415
SMMC Surgery Door Repairs	7,349		7,349
SMMC Water Softener	15,000		15,000
Subtotal Other County Projects - Facility Surcharge	1,812,659	567,500	2,380,159

Belmont Crafts Shop Roof		48,000	48,000
Belmont Motor Pool Roof		42,000	42,000
BLTC Emergency Backflow Device	30,000		30,000
Capital Project Development	2,256		2,256
Central Library Sewer Line Replacement	10,000		10,000
Central Library Furnace		9,500	9,500
Cordilleras Refurbish One Elevator	20,447		20,447
Cordilleras Interior Painting	35,000		35,000
Cordilleras Refrigerator Condenser	8,643		8,643
County Govt Center Courtyard		265,000	265,000
County Govt Center Parking Structure Fire Pump/Generator	43,776		43,776
Children's Home Painting		18,500	18,500
County Office Building Partial Roof Replacement		12,000	12,000
County Office Building South East Porch Repair		155,000	155,000
County Office Building One Elevator Machine Room Upgrades	45,990		45,990
County Office Building One Elevators One and Two	331,649		331,649
County Office Building One Replace Multi Zone AHU's	420,954		420,954
County Office Building One Revenue Services HVAC	154,182		154,182

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
County Office Building One Axial Fan		7,500	7,500
County Office Building Recirculation Pump		8,000	8,000
County Office Building Two Telephone Rooms Exhaust Fans	60,529		60,529
County Office Building Two Delivery Door		7,500	7,500
County Office Building Two Electrical		15,000	15,000
County Office Building Two Tower Controls		9,500	9,500
County Office Building Two Windows		50,000	50,000
Countywide Energy Projects		1,000,000	1,000,000
Countywide Energy Retrofit Projects	24,139		24,139
Countywide Facility Assessment Completion		150,000	150,000
Countywide Facility Assessment Study Phase II	28,154		28,154
Countywide Radio Upgrade	85,588		85,588
Eat Poalo Building HVAC		100,000	100,000
Elections Registration San Mateo Roof		25,000	25,000
Elections Registration San Mateo Wall Repair		7,200	7,200
Emergent Special Jobs	1,379		1,379
Government Center No Smoking Sign Project	3,000		3,000
Government Center Parking Structure Seal	9,073		9,073
Grant Yard Termite Repair		7,200	7,200
Hall of Justice Boiler Repair		8,000	8,000
Heller Street Security Improvements		7,500	7,500
Health Services Building Generator	100,000		100,000
Health Services Building Stairwells	8,088		8,088
La Honda Honor Camp Wells Monitoring	755		755
Lathrop House Replace Siding and Paint Exterior	82,091	25,300	107,391
Maguire Correctional Facility Cogeneration Project	1,491		1,491
Maple Street Shelter Restroom Repair		25,000	25,000
Motor Pool Restroom Renovation		45,000	45,000
Old Courthouse Roof Repair		65,000	65,000
Pal Care Facility Paint Exterior	61,497		61,497
Pal Care Parking Lot Repairs	23,695		23,695

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
Pal Care Termite Repair		16,500	16,500
Pal Care Play Aread		45,000	45,000
Parking Structure Redwood City		265,000	265,000
First American Title Building Purchase		4,000,000	4,000,000
SMMC Natural Gas Seismic Valve	20,000		20,000
SMMC Fire Sealing	24,000		24,000
Radio Sites Maintenance Electrical Grounding	174,000		174,000
Tower Road Trunked Sewer Rehabilitation-Hillsborough	100,000		100,000
Tower Road Complex Sewer Assessment	99,970		99,970
Subtotal Other County Projects - General Fund	2,010,346	6,439,200	8,449,546
County Office Building One Planning Development Review Center	231,776		231,776
Countywide Energy Projects/PG&E	10,462		10,462
Half Moon Bay Airport Sheriff's Parking Lot	53,031		53,031
Maguire Correctional Facility		170,000	170,000
Miscellaneous Lighting Retrofits		225,000	225,000
Subtotal Other County Projects - Department Funded	295,269	395,000	690,269
TOTAL OTHER COUNTY PROJECTS	4,118,274	7,401,700	11,519,974
TOTAL ALL PROJECTS ALL FUNDS	20,056,363	11,082,494	31,138,857

Capital Projects (8500D)
Capital Project Funds

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	22,769	47,968				
Intergovernmental Revenues	68,070	42,824	3,868,081	3,344,731	(523,350)	1,672,365
Charges for Services	767	515	3,443,979	4,979,174	1,535,195	2,489,586
Miscellaneous Revenue	41,371	62,185	3,443,934	3,037,777	(406,157)	1,518,888
Other Financing Sources	6,449,514	6,215,062	14,904,366	19,777,175	4,872,809	7,888,585
Total Revenue	6,582,491	6,368,555	25,660,360	31,138,857	5,478,497	13,569,424
Fund Balance	982,869	1,440,171	2,112,101		(2,112,101)	
TOTAL SOURCES	7,565,360	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424
REQUIREMENTS						
Fixed Assets	6,126,812	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Gross Appropriations	6,126,812	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Intrafund Transfers	(1,624)					
Net Appropriations	6,125,188	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Contingencies/Dept Reserves	1,440,171	2,112,101	1,888,650		(1,888,650)	
TOTAL REQUIREMENTS	7,565,359	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424

Debt Service Fund (8900B)

Budget Unit Locator

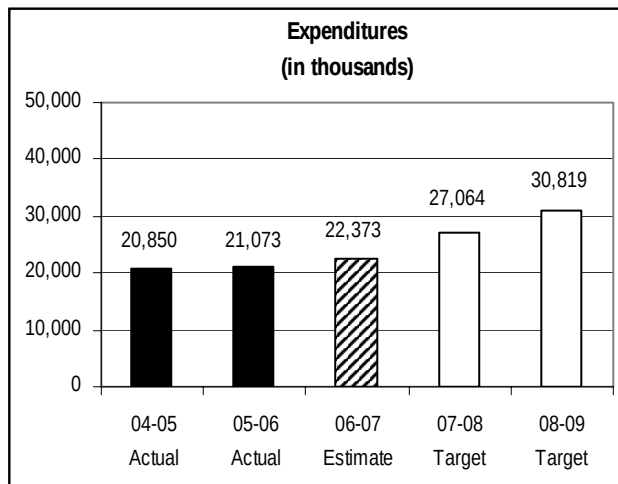
County

Non-Departmental Services
 Non-Departmental Services
 Sergeants/Teamsters Retiree Health
 Contingencies
 Accumulated Capital Outlay
 Courthouse Construction Fund
 Criminal Justice Construction Fund
 Capital Projects

► Debt Service

Budget Unit Description

The Debt Service Fund was established in FY 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy which caps annual debt service payments at 4% of the County Budget average for the last five years.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund debt service.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. The most significant change is the onset of debt service payments for the new Youth Services Center which will be \$5 million in FY 2007-08 and then increasing to \$9 million in FY 2008-09. Funding will be provided by the General Fund and the Courthouse Construction Fund. A complete list of payments can be viewed on the following page.

Revenue/Sources	4,094,364
Appropriations	4,690,384
Intrafund Transfers	0
Reserves	(596,020)
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. The debt service payments for the new Youth Services Center is increased to \$9 million. A complete list of payments can be viewed on the following page.

Revenue/Sources	3,159,401
Appropriations	3,755,421
Intrafund Transfers	0
Reserves	(596,020)
Net County Cost	0
Positions	0

FY 2007-08 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control ⁽¹⁾	305,000	1,207,019	1,512,019	Colma Creek Flood Control Special District
Courts Relocation Project	194,820	335,646	530,466	Courthouse Construction Fund
Crime Lab	305,000	601,084	906,084	General Fund/Fees
Equipment Project	16,745	28,849	45,594	General Fund/User Departments
Health Center	3,419,911	5,857,201	9,277,112	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	136,170	234,601	370,771	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,264,733	2,855,950	5,120,683	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	530,000	352,992	882,992	Reserves/User Departments/Cities
New Office Building	345,000	1,362,313	1,707,313	Facilities Surcharge/Rent from County
North County Clinic	355,000	276,673	631,673	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	675,000	188,826	863,826	General Fund
Youth Services Center	2,163,975	3,051,500	5,215,475	Rent From Departments
TOTAL DEBT SERVICE	10,711,354	16,352,654	27,064,008	

⁽¹⁾ Not included in the Debt Service Subject to Debt Limit

FY 2008-09 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control ⁽¹⁾	320,000	1,193,062	1,513,062	Colma Creek Flood Control Special District
Courts Relocation Project	203,988	326,747	530,735	Courthouse Construction Fund
Crime Lab	315,000	590,875	905,875	General Fund/Fees
Equipment Project	17,533	28,084	45,617	General Fund/User Departments
Health Center	3,576,168	5,686,456	9,262,624	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	142,578	228,381	370,959	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,433,855	2,765,360	5,199,245	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	545,000	334,975	879,975	Reserves/User Departments/Cities
New Office Building	380,000	1,344,100	1,724,100	Facilities Surcharge/Rent from County
North County Clinic	395,000	259,874	654,874	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	695,000	165,863	860,863	General Fund
Youth Services Center	2,825,000	6,046,500	8,871,500	Rent From Departments
TOTAL DEBT SERVICE	11,849,152	18,970,277	30,819,429	

⁽¹⁾ Not included in the Debt Service Subject to Debt Limit

Calculation of Annual Debt Service Limit	
Fiscal Year	Adopted Budget
FY 2002-03	1,230,900,080
FY 2003-04	1,265,702,073
FY 2004-05	1,339,748,646
FY 2005-06	1,526,954,943
FY 2006-07	1,645,608,036
Five-Year Average	1,401,782,756
Debt Limit 4.0%	56,071,310
FY 2007-08 Debt Service Limit Subject to the Debt Limit ⁽¹⁾	25,551,989
Under Limit by This Amount	30,519,321
% Under Limit	54%

⁽¹⁾ Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

Debt Service Fund (8900B)

Debt Service Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	616,555	759,665				
Miscellaneous Revenue	81,364	(81,364)				
Other Financing Sources	21,958,476	15,876,710	21,226,791	26,467,988	5,241,197	30,223,409
Total Revenue	22,656,396	16,555,011	21,226,791	26,467,988	5,241,197	30,223,409
Fund Balance	23,107,405	24,913,188	20,394,390	19,247,557	(1,146,833)	18,651,537
TOTAL SOURCES	45,763,801	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946
REQUIREMENTS						
Other Charges	20,850,612	21,073,809	22,373,624	27,064,008	4,690,384	30,819,429
Net Appropriations	20,850,612	21,073,809	22,373,624	27,064,008	4,690,384	30,819,429
Non-General Fund Reserves	24,913,188	20,394,390	19,247,557	18,651,537	(596,020)	18,055,517
TOTAL REQUIREMENTS	45,763,800	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946

Non-Departmental Services FY 2007-08 and 2008-09 All Funds Summary

Total Requirements	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
General Fund Budgets						
Non-Departmental Services	99,003,735	182,458,323	229,170,704	175,255,253	(53,915,451)	134,617,950
Contingencies	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
Total General Fund	122,505,329	208,377,243	257,413,874	204,157,703	(53,256,171)	163,487,793
Non-General Fund Budgets						
Non-Departmental Services						
Sergeants/Teamsters Retiree Health	168,156	112,246	26,179		(26,179)	
Accumulated Capital Outlay Fund	7,857	8,066	5,406	3,888	(1,518)	3,888
Courthouse Construction Fund	4,622,482	4,301,662	4,384,962	4,525,431	140,469	4,799,738
Criminal Justice Construction Fund	3,552,483	3,361,557	2,655,363	2,786,752	131,389	2,920,435
Capital Projects	7,565,359	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424
Debt Service Fund	45,763,800	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946
Total Non-General Fund	61,680,139	57,060,454	76,465,552	84,170,473	7,704,921	70,168,431
Total Requirements	184,185,468	265,437,697	333,879,426	288,328,176	(45,551,250)	233,656,224
Total Sources	490,966,928	607,698,934	616,688,206	597,651,485	(19,036,721)	557,677,140
Net County Cost	(306,781,460)	(342,261,237)	(282,808,780)	(309,323,309)	(26,514,529)	(324,020,916)

Non-Departmental Services (8000B)

Budget Unit Locator

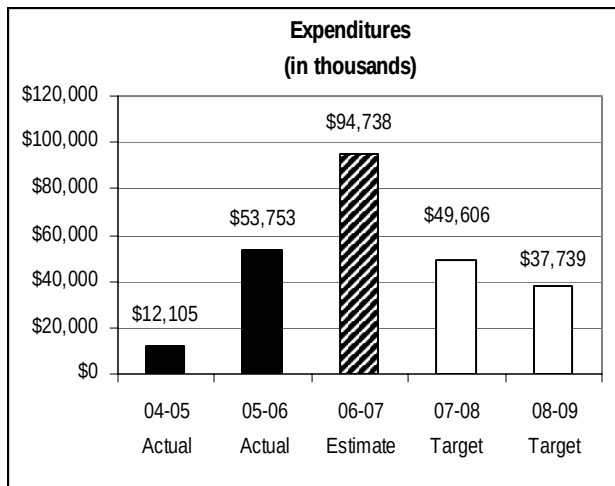
County

Non-Departmental Services

- ▷ **Non-Departmental Services**
 - Sergeants/Teamsters Retiree Health
 - Contingencies
 - Accumulated Capital Outlay
 - Courthouse Construction Fund
 - Criminal Justice Construction Fund
 - Capital Projects
 - Debt Service

Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenue, including property tax, sales and use tax, transient occupancy tax (TOT) and interest earnings. Revenue transfers from other funds are budgeted here, including the Solid Waste Fund and A-87 indirect overhead cost recovery from Non-General Fund departments. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. Non-Departmental Reserves and appropriations that benefit many or all County departments such as information technology, facility repairs, capital improvement projects and debt service payments, are budgeted in this unit.



Net County Cost

The Net County Cost in this budget unit is always negative because it includes more revenue and Fund Balance than it does appropriations and Reserves. This negative amount offsets Net County Cost budgeted in other General Fund departments. For FY 2007-08, this budget includes \$4,967,180 for debt service and \$2,000,000 in reserves for technology and capital improvement projects as required by the County Reserves Policy. The

discretionary portion of this budget includes \$42,229,183 in appropriations for Countywide technology and capital improvement projects, annual contribution to the County's unfunded actuarial liability for retiree health, anticipated cost of two countywide elections, purchase of the First American Title Company building at 555 Marshall Street, and other costs for Mandated Services with no maintenance-of-effort requirements, and \$126,058,890 in Reserves in excess of minimum County Reserves Policy requirements.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Current Level Budget Adjustments

Budget adjustments have been made as follows: Fund Balance carryover and Reserves have been increased to reflect year-end actuals; one-time revenues and appropriations have been reversed, including property tax contributions made in excess of mandated school funding levels (Excess ERAF), one-time contribution to pay down the County's unfunded Retiree Health Liability, one-time implementation of the County's Automated Time Keeping System (ATKS), other one-time technology and capital improvement projects, and capital and technology projects in progress have been re-appropriated. This budget includes new contracts with the major employee bargaining units that took effect November 2006.

Revenue/Sources	(72,982,146)
Appropriations	(64,556,566)
Intrafund Transfers	0
Reserves	(4,018,563)
Net County Cost	4,407,017
Positions	0

2. General Revenue Adjustments

General revenue sources have been adjusted based on historical and current year receipts as well as anticipated trends. Growth in these revenues are being used to offset growth in ongoing General Fund expenditures. In consultation with the Assessor's Office, secured property tax growth of seven percent is included, and unsecured property tax revenue, primarily from airlines and businesses at San Francisco Airport, has been kept flat. Revenues from supplemental and property transfer taxes have been reduced five percent based on actual receipts in the current year and the declining trend from prior years. Sales tax has been increased three percent over estimated FY 2006-07 actuals based on projected increases in sales within the unincorporated area, including businesses at San Francisco Airport. Transient occupancy tax (TOT) has been increased by two percent based on current year trends

and interest earnings has also been increased by two percent based on current return on investments.

Revenue/Sources	25,401,066
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	(25,401,066)
Positions	0

3. Children's Health Initiative Funding

Contributions from the Solid Waste Fund to support the Children's Health Initiative will be reduced to \$1.5 million to be in line with current revenues generated by the \$2 tipping fee at the Ox Mountain landfill. This will result in a Net County Cost increase of \$1.2 million.

Revenue/Sources	(1,200,000)
Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	1,200,000
Positions	0

4. Local Property Tax (Excess ERAF)

Property tax contributions made in excess of mandated school funding levels will continue to be returned to the County in FY 2007-08. These funds will be set-aside in Reserves for future one-time purposes, such as paying down the unfunded liability for Retiree Health, capital improvement projects and debt service.

Revenue/Sources	22,039,438
Appropriations	0
Intrafund Transfers	0
Reserves	22,039,438
Net County Cost	0
Positions	0

5. Sheriff's Relief Pool

In February 2007, the Board of Supervisors approved a plan to phase-in additional relief staffing in the Sheriff's Office. The plan

calls for a Relief staffing pool of 27 positions. Nine positions were added in September 2005, nine will be added in FY 2007-08 and nine more in FY 2008-09. This adjustment reflects the appropriation of the nine positions added in FY 2007-08. A working group consisting of staff from the County Manager's Office and the Sheriff's Office will continue to monitor the use of overtime and assess the impact of the relief pool positions on Sheriff's overtime costs.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(1,750,000)
Net County Cost	(1,750,000)
Positions	0

6. Salary Increases for Attorneys

A recent survey was undertaken to compare the salary and benefits of similar attorney positions in surrounding counties. The results of the survey revealed that attorneys working in the District Attorney and County Counsel offices were paid approximately 10% below the median range of the surveyed counties. This adjustment reflects a 10.2% increase in salaries for attorneys working in those departments. These funds will be appropriated in the District Attorney and County Counsel budgets as a June revision.

Revenue/Sources	0
Appropriations	1,330,000
Intrafund Transfers	0
Reserves	(1,330,000)
Net County Cost	0
Positions	0

7. San Mateo Medical Center Loan

In order to address a budget deficit brought on by stagnant revenues and increasing costs, including salaries and retirement costs, the San Mateo Medical Center will receive a \$17.9 million loan from the General Fund in FY 2007-08, representing an increase of \$5.6 million over the FY 2006-07 loan amount. This brings the outstanding loan amount to \$73.6 million, pending close of the County's FY 2006-07 books. There is no appropriation in the Medical Center's FY 2007-08 Recommended Budget to repay the loan. The County is currently exploring alternatives to enhancing revenues and

stabilizing cost increases at the Medical Center to slow down its dependency on General Fund support.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(5,629,760)
Net County Cost	(5,629,760)
Positions	0

8. Medically Indigent Healthcare Study

The Medically Indigent Healthcare screening and verification program, which had been piloted the past 18 months, will be continued on an ongoing basis at an estimated annual cost of \$1.8 million. These funds will be appropriated in operating department budgets in September 2007, prior to adoption of the final FY 2007-08 budget. Further, in the coming year the County will conduct a comprehensive review of its system of health care for the medically indigent and poor. A one-time adjustment of \$300,000 is appropriated to fund the cost of a consultant to assist with the review.

Revenue/Sources	0
Appropriations	2,100,000
Intrafund Transfers	0
Reserves	(2,100,000)
Net County Cost	0
Positions	0

9. Additional Countywide Elections in FY 2007-08

In FY 2007-08 there will be three countywide elections in San Mateo County: November 2007, February 2008 (Presidential Primary) and June 2008. The Election's Division of the Assessor-County Clerk-Recorder's Department has appropriation for one countywide election built into its baseline budget. This adjustment provides one-time funding for two additional elections.

Revenue/Sources	0
Appropriations	2,469,990
Intrafund Transfers	0
Reserves	(2,469,990)
Net County Cost	0
Positions	0

10. Structural Fire General Fund Subsidy

The Structural Fire Fund's property tax revenues have been unable to keep pace with rising costs. Property tax distributions are based on a blended rate that is calculated using predetermined tax rate areas for each taxing entity. The property taxes that accrue to the Structural Fire Fund are based on a mix of tax rate areas that have a large share of unsecured taxes that is not proportional to the rest of the County. While unsecured property taxes account for 6.6 percent of the County's total property tax revenue, they account for 50 percent of the taxes in Structural Fire's tax rate areas. Over the past five years, secured property taxes have grown an average of seven percent per annum while unsecured property taxes have decreased six percent per annum. As a result, Structural Fire's property tax growth has remained relatively flat. To address the shortfall in FY 2007-08 the County will be providing a subsidy of \$900,000. In the upcoming fiscal year, the County will explore the feasibility of placing a parcel tax on the ballot to provide an ongoing funding stream and eliminate the Structural Fire Fund's need for General Fund support.

Revenue/Sources	0
Appropriations	900,000
Intrafund Transfers	0
Reserves	(900,000)
Net County Cost	0
Positions	0

11. Purchase of First American Title Building

The County is completing negotiations for the purchase of the First American Title Company building located at 555 Marshall Street in Redwood City. The purchase of this building will allow the County to move forward with its master plan for the Redwood City campus, which includes a new office building on this site. This adjustment appropriates the negotiated purchase price of the land and closing costs.

Revenue/Sources	0
Appropriations	4,000,000
Intrafund Transfers	0
Reserves	(4,000,000)
Net County Cost	0
Positions	0

12. Technology and Capital Improvement Projects

Funding has been included for ongoing maintenance of Countywide technology and implementation of new technology initiatives, including an Enterprise Resource Planning (ERP) study of the County's financial, accounting and payroll systems; research into new technologies such as biometrics; and infrastructure improvements to allow for data systems in Health, Human Services and Criminal Justice departments to communicate with one another. New capital projects include maintenance and improvements to various County-owned facilities. A list of funded projects can be found in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	8,623,958
Intrafund Transfers	0
Reserves	(8,623,958)
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	(26,741,642)
Appropriations	(45,132,618)
Intrafund Transfers	0
Reserves	(8,782,833)
Net County Cost	(27,173,809)
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

13. Sheriff's Relief Pool

This adjustment reflects the cost of the nine positions to be added to the Sheriff's Relief Pool in FY 2008-09.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(1,525,000)
Net County Cost	(1,525,000)
Positions	0

14. Current Level Budget Adjustments and FY 2007-08**Assumptions**

Assumptions for general revenue include a six percent increase in secured property tax and property tax in-lieu of vehicle license fees; and two percent growth in sales tax and transient occupancy tax (TOT). Continuation of the Medical Center loan at the FY 2007-08 level is included as well as an additional three percent increase for community-based providers. Other adjustments have been made as follows: Reserves from the prior year have been carried over into Fund Balance; one-time revenue and appropriations have been removed, including the purchase of the First American Title Company building and the cost of two countywide elections; debt service transfers have been updated; and capital improvement appropriations have been reduced assuming completion of some projects.

Revenue/Sources	(25,972,303)
Appropriations	(11,867,172)
Intrafund Transfers	0
Reserves	(27,245,131)
Net County Cost	(13,140,000)
Positions	0

TOTAL FY 2008-09 FUNDING ADJUSTMENTS

Revenue/Sources	(25,972,303)
Appropriations	(11,867,172)
Intrafund Transfers	0
Reserves	(28,770,131)
Net County Cost	(14,665,000)
Positions	0

Non-Departmental Services (8000B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	264,547,187	303,776,554	273,137,267	288,021,972	14,884,705	301,369,412
Licenses, Permits and Franchises	357,472	378,730	350,000	432,160	82,160	432,160
Use of Money and Property	11,037,690	12,481,761	9,708,244	16,464,043	6,755,799	16,793,324
Intergovernmental Revenues	5,247,977	18,170,718	2,264,699	2,287,335	22,636	2,314,139
Charges for Services	22,051	23,175				
Interfund Revenue	4,996,454	6,920,212	10,281,950	8,964,946	(1,317,004)	9,013,802
Miscellaneous Revenue	664,645	8,302,440	150,000	300,000	150,000	300,000
Total Revenue	286,873,477	350,053,590	295,892,160	316,470,456	20,578,296	330,222,837
Fund Balance	142,413,310	200,584,890	244,330,494	197,010,556	(47,319,938)	157,285,872
TOTAL SOURCES	429,286,787	550,638,480	540,222,654	513,481,012	(26,741,642)	487,508,709
REQUIREMENTS						
Salaries and Benefits	11,830		5,000,000	6,580,000	1,580,000	6,882,400
Services and Supplies	4,692,764	12,577,542	14,213,074	18,392,646	4,179,572	13,883,188
Other Charges	292,012	5,305,206	11,479,579	8,194,460	(3,285,119)	8,194,460
Fixed Assets		85,117	3,075,000		(3,075,000)	
Other Financing Uses	7,473,751	36,369,570	60,970,761	16,438,690	(44,532,071)	8,778,576
Gross Appropriations	12,470,358	54,337,434	94,738,414	49,605,796	(45,132,618)	37,738,624
Intrafund Transfers	(365,590)	(584,160)	(409,433)	(409,433)		(409,433)
Net Appropriations	12,104,768	53,753,274	94,328,981	49,196,363	(45,132,618)	37,329,191
Contingencies/Dept Reserves	86,898,967	128,705,049	134,841,723	126,058,890	(8,782,833)	97,288,759
TOTAL REQUIREMENTS	99,003,735	182,458,323	229,170,704	175,255,253	(53,915,451)	134,617,950
NET COUNTY COST	(330,283,053)	(368,180,157)	(311,051,950)	(338,225,759)	(27,173,809)	(352,890,759)

Sergeants/Teamsters Retiree Health (8050B)

Budget Unit Locator

County

Non-Departmental Services

Non-Departmental Services

► **Sergeants/Teamsters Retiree Health**

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Teamster and Sergeants Retiree Health Trust Funds contain negotiated employee contributions and any matching County contributions toward retiree health costs for employees retiring from these bargaining units.

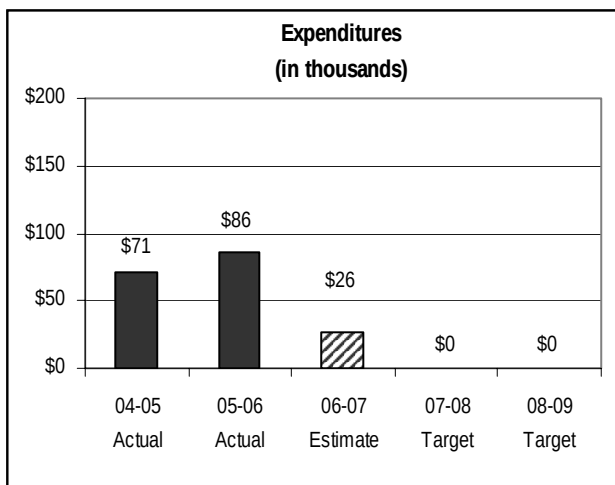
FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Current Level Budget Adjustments

The Teamsters and the Sergeants trust funds have been closed out.

Revenue/Sources	(26,179)
Appropriations	(26,179)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0



Net County Cost

This budget unit consists of two separate trust funds that were formerly receiving contributions from the County General Fund and employees in these bargaining units for payment of retiree health premiums. Contributions to both funds were discontinued in FY 2005-06 and the fund balances exhausted. Both funds have been closed out during FY 2006-07.

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	3,607	2,094	108		(108)	
Interfund Revenue	11,830					
Miscellaneous Revenue	11,830					
Total Revenue	27,267	2,094	108		(108)	
Fund Balance	140,889	110,152	26,071		(26,071)	
TOTAL SOURCES	168,156	112,246	26,179		(26,179)	
REQUIREMENTS						
Salaries and Benefits	70,515	86,175	26,179		(26,179)	
Net Appropriations	70,515	86,175	26,179		(26,179)	
Contingencies/Dept Reserves	97,641	26,071				
TOTAL REQUIREMENTS	168,156	112,246	26,179		(26,179)	

Contingencies (8100B)

Budget Unit Locator

County

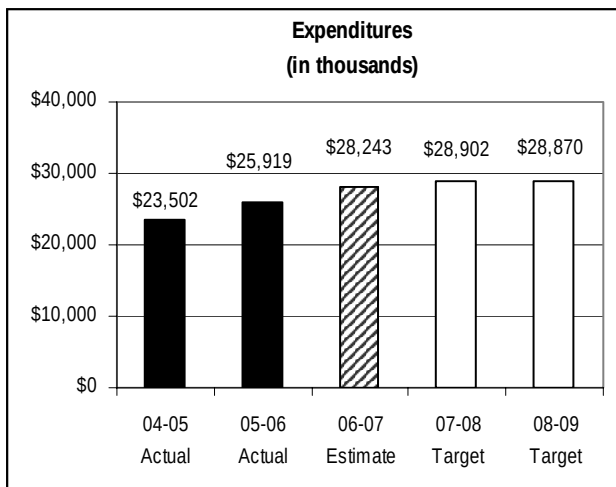
Non-Departmental Services
 Non-Departmental Services
 Sergeants/Teamsters Retiree Health

► Contingencies

Accumulated Capital Outlay
 Courthouse Construction Fund
 Criminal Justice Construction Fund
 Capital Projects
 Debt Service

Budget Unit Description

This budget unit contains the minimum General Fund appropriation for contingencies required under the County Reserves Policy, which has been set at three percent of General Fund net appropriations, to be used for economic uncertainties, emergencies and unanticipated mid-year funding losses.



Net County Cost

The portion of this budget unit's FY 2007-08 Recommended Budget, which is funded by the General Fund or Net County Cost (NCC), is \$28,902,450 or 100%. This amount represents three percent of General Fund net appropriations, and is required under the County Reserves Policy.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	659,280
Net County Cost	659,280
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Meet Minimum County Reserves Policy Requirement

An adjustment has been made to appropriate the minimum amount required under the County Reserves Policy, which is equivalent to three percent of General Fund Net Appropriations.

Revenue/Sources	0
Appropriations	0
Intrafund Transfers	0
Reserves	(32,607)
Net County Cost	(32,607)
Positions	0

Contingencies (8100B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
REQUIREMENTS						
Contingencies/Dept Reserves	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
TOTAL REQUIREMENTS	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
NET COUNTY COST	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843

Accumulated Capital Outlay Fund (8200B)

Budget Unit Locator

County

Non-Departmental Services

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

► **Accumulated Capital Outlay**

Courthouse Construction Fund

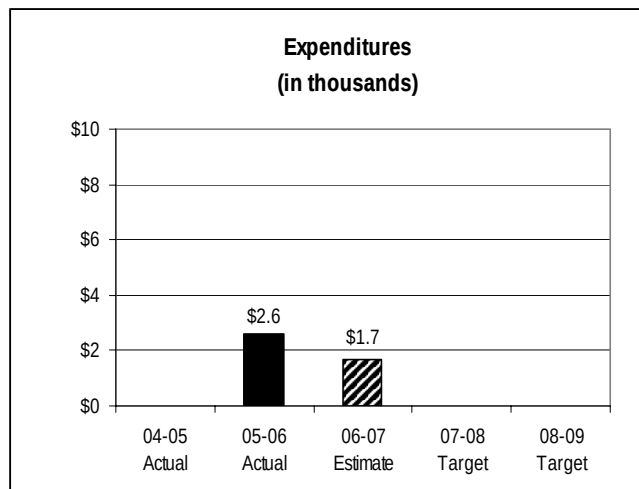
Criminal Justice Construction Fund

Capital Projects

Debt Service

Budget Unit Description

The Accumulated Capital Outlay Fund contains appropriations for County capital improvements, facilities maintenance projects and debt service payments. Revenue is generated from the sale of real property and from interest earnings on Fund Balance. The most recent sale of property that generated a significant amount of revenue (\$16.3 million) was the sale of the County's property at Polhemus in 1989. Reimbursement was also received from San Francisco International Airport for building renovations made to the Palcare Childcare Center through April 1998. This Fund is nearly depleted without an ongoing funding source.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from the sale of County property and interest earnings on Fund Balances.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. **Elimination of Capital Projects**

Completed projects have been eliminated; remaining fund balance has been placed in reserves; and adjustments have been made to reflect interest income.

Revenue/Sources	(1,518)
Appropriations	(1,718)
Re-Appropriations	0
Intrafund Transfers	0
Reserves	200
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

No Change.

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	222	208		200	200	
Total Revenue	222	208		200	200	
Fund Balance	7,635	7,857	5,406	3,688	(1,718)	3,888
TOTAL SOURCES	7,857	8,065	5,406	3,888	(1,518)	3,888
REQUIREMENTS						
Other Financing Uses		2,660	1,718		(1,718)	
Net Appropriations		2,660	1,718		(1,718)	
Contingencies/Dept Reserves	7,857	5,406	3,688	3,888	200	3,888
TOTAL REQUIREMENTS	7,857	8,066	5,406	3,888	(1,518)	3,888

Courthouse Construction Fund (8300B)

Budget Unit Locator

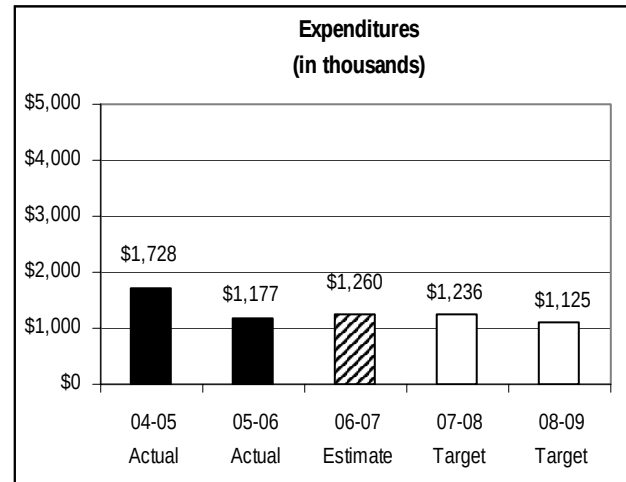
County

- Non-Departmental Services
 - Non-Departmental Services
 - Sergeants/Teamsters Retiree Health
 - Contingencies
 - Accumulated Capital Outlay
- ▷ **Courthouse Construction Fund**
 - Criminal Justice Construction Fund
 - Capital Projects
 - Debt Service

Budget Unit Description

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Courthouse Construction Fund for purposes of construction, rehabilitation, lease and financing courtrooms. A penalty assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 in fines collected pursuant to Government Code 76004.

Pursuant to G.C. Section 70404, the Administrative Office of the Courts (AOC) must approve appropriation of Courthouse Construction Funds after January 1, 2004. Exceptions to this rule include appropriations approved by the Board of Supervisors prior to January 1, 2004 (re-appropriations) and future appropriations for new or ongoing projects to correct deficiencies that could be used as grounds for rejection of the transfer of responsibility for that court facility to the State. Two facilities that may require seismic work prior to transfer are the Central Courthouse in San Mateo and the Northern Courthouse in South San Francisco. The County has received approval from the Administrative Office of the Courts to use the Courthouse Construction Fund to pay debt service for the Court's portion of the new Youth Services Campus, beginning in 2007.



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal and traffic fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project Reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	0
Appropriations	(728,627)
Re-Appropriations	221,762
Intrafund Transfers	0
Reserves	0
Net County Cost	(506,865)
Positions	0

2. Debt Service Payment

An adjustment has been made to debt service for bonds issued in 1995 for the renovation of courtroom facilities in the Hall of Justice building and bonds issued in 2003 for the new Youth Services Center.

Revenue/Sources	0
Appropriations	(530,950)
Re-Appropriations	1,013,986
Intrafund Transfers	0
Reserves	0
Net County Cost	483,027
Positions	0

3. Adjustments for Revenue

An adjustment has been made to reflect increased revenue from from interest earnings and assessed fees.

Revenue/Sources	140,469
Appropriations	0
Re-Appropriations	0
Intrafund Transfers	0
Reserves	164,307
Net County Cost	23,838
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	140,469
Appropriations	(1,259,586)
Re-Appropriations	1,235,748
Intrafund Transfers	0
Reserves	164,307
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

4. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in the prior year. Project reserves have been increased due to an increase in interest earnings. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	274,307
Appropriations	(110,612)
Re-Appropriations	110,881
Intrafund Transfers	0
Reserves	384,919
Net County Cost	0
Positions	0

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		1,161				
Use of Money and Property	80,966	96,574	60,000	100,055	40,055	110,055
Charges for Services	1,435,779	1,309,741	1,200,000	1,300,000	100,000	1,400,000
Total Revenue	1,516,745	1,407,476	1,260,000	1,400,055	140,055	1,510,055
Fund Balance	3,105,738	2,894,186	3,124,962	3,125,376	414	3,289,683
TOTAL SOURCES	4,622,483	4,301,662	4,384,962	4,525,431	140,469	4,799,738
REQUIREMENTS						
Other Financing Uses	1,728,296	1,176,700	1,259,586	1,235,748	(23,838)	1,125,136
Net Appropriations	1,728,296	1,176,700	1,259,586	1,235,748	(23,838)	1,125,136
Non-General Fund Reserves	2,894,186	3,124,962	3,125,376	3,289,683	164,307	3,674,602
TOTAL REQUIREMENTS	4,622,482	4,301,662	4,384,962	4,525,431	140,469	4,799,738

Criminal Justice Construction Fund (8400B)

Budget Unit Locator

County

Non-Departmental Services

Non-Departmental Services

Sergeants/Teamsters Retiree Health

Contingencies

Accumulated Capital Outlay

Courthouse Construction Fund

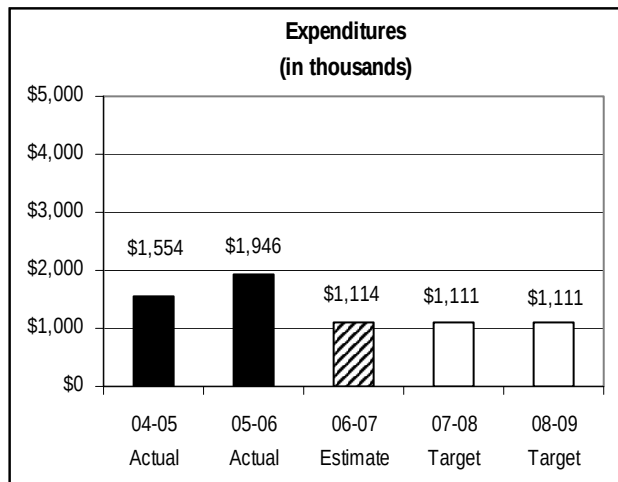
► **Criminal Justice Construction Fund**

Capital Projects

Debt Service

Budget Unit Description

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Criminal Justice Facilities Fund for purposes of construction, reconstruction, expansion, improvement, operation or maintenance of criminal justice facilities. A penalty assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 in fines collected pursuant to Government Code 76004. Funds have been budgeted for a portion of the debt service payment for the lease revenue bonds issued in 1993 to build the Maguire Correctional Facility. The debt service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).



Net County Cost

This budget unit is not funded by the General Fund and therefore has no Net County Cost. Revenue comes from criminal fines and fees, and interest earnings on Fund Balances. Adjustments are made to Reserves to maintain no Net County Cost.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for projects not completed in the prior year. Project Reserves have been increased. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	131,389
Appropriations	(13,611)
Re-Appropriations	11,317
Intrafund Transfers	0
Reserves	133,683
Net County Cost	0
Positions	0

2. Adjustments to Debt Service

The Maguire Correctional Facility debt service payment has been added. The Debt Service payment schedule can be viewed in the Debt Service Fund budget unit (8900B).

Revenue/Sources	0
Appropriations	(1,100,000)
Re-Appropriations	1,100,000
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	131,389
Appropriations	(1,113,611)
Re-Appropriations	1,111,317
Intrafund Transfers	0
Reserves	133,683
Net County Cost	0
Positions	0

FY 2008–09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects have been eliminated and funds have been re-appropriated for estimated projects not to be completed in FY 2007-08. A list of re-appropriated projects funded by this revenue source can be viewed in the Capital Projects Fund budget unit (8500D).

Revenue/Sources	133,683
Appropriations	(11,317)
Re-Appropriations	5,659
Intrafund Transfers	0
Reserves	145,000
Net County Cost	0
Positions	0

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		65				
Use of Money and Property	52,679	52,635	40,000	45,000	5,000	45,000
Charges for Services	1,433,293	1,310,881	1,200,000	1,200,000		1,200,000
Total Revenue	1,485,973	1,363,581	1,240,000	1,245,000	5,000	1,245,000
Fund Balance	2,066,511	1,997,976	1,415,363	1,541,752	126,389	1,675,435
TOTAL SOURCES	3,552,484	3,361,557	2,655,363	2,786,752	131,389	2,920,435
REQUIREMENTS						
Other Financing Uses	1,554,507	1,946,194	1,113,611	1,111,317	(2,294)	1,100,000
Net Appropriations	1,554,507	1,946,194	1,113,611	1,111,317	(2,294)	1,100,000
Non-General Fund Reserves	1,997,976	1,415,363	1,541,752	1,675,435	133,683	1,820,435
TOTAL REQUIREMENTS	3,552,483	3,361,557	2,655,363	2,786,752	131,389	2,920,435

Capital Projects (8500D)

Budget Unit Locator

County

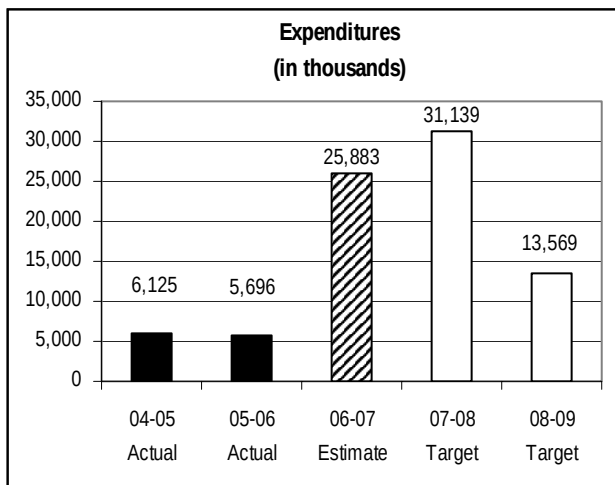
Non-Departmental Services
 Non-Departmental Services
 Sergeants/Teamsters Retiree Health
 Contingencies
 Accumulated Capital Outlay
 Courthouse Construction Fund
 Criminal Justice Construction Fund

► Capital Projects

Debt Service

Budget Unit Description

The Capital Projects Fund was established in FY 1995-96 to centrally budget capital improvement projects in the County.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund capital improvement projects.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Fund Re-Appropriated Capital Projects

Fund Balance and one-time projects have been eliminated. Funds have been re-appropriated for projects not completed in the prior year. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(7,716,098)
Appropriations	(25,883,811)
Re-Appropriations	20,056,363
Intrafund Transfers	0
Reserves	(1,888,650)
Net County Cost	0
Positions	0

2. Adjustments to Fund New Capital Projects

Funds have been added for new projects including the purchase of the First American Title Building. The County has made a concerted effort to fund capital improvements at an appropriate level pending completion of a new 5-year Capital Improvement Plan. As a result, General Fund contributions towards capital maintenance projects has been increased by \$1.9 million to a total of \$3.9 million in FY 2007-08. A list of new projects can be viewed in the following pages.

Revenue/Sources	11,082,494
Appropriations	11,082,494
Re-Appropriations	0
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

TOTAL FY 2007-08 FUNDING ADJUSTMENTS

Revenue/Sources	3,366,396
Appropriations	(14,801,317)
Re-Appropriations	20,056,363
Intrafund Transfers	0
Reserves	(1,888,650)
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

3. Adjustments to Fund Re-Appropriated Capital Projects

One-time projects and a one-time land purchase have been eliminated. Funds have been re-appropriated for estimated projects not to be completed in FY 2007-08. A list of re-appropriated projects can be viewed in the following pages.

Revenue/Sources	(17,569,433)
Appropriations	(31,138,857)
Re-Appropriations	(17,569,433)
Intrafund Transfers	0
Reserves	0
Net County Cost	0
Positions	0

Capital Projects (8500D)

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
CRIMINAL JUSTICE PROJECTS			
Crime Lab Air Compressor		10,000	10,000
Crime Lab Energy Efficiency Study		25,000	25,000
Day Top Drug Treatment Center Refrigerator		25,000	25,000
Day Top Drug Treatment Center Windows		40,000	40,000
Glenwood Boys Ranch HVAC		12,500	12,500
Half Moon Bay Airport Staging Area		20,310	20,310
Law Library Water Heater		4,000	4,000
Maguire Correctional Facility 3 West Pod		25,000	25,000
Maguire Correctional Facility Air Tanks		35,000	35,000
Maguire Correctional Facility Boiler		195,000	195,000
Maguire Correctional Facility Cameras		75,000	75,000
Maguire Correctional Facility Compressor		32,000	32,000
Maguire Correctional Facility Control Workstation	72,340		72,340
Maguire Correctional Facility Floor Covering		25,000	25,000
Maguire Correctional Facility Flooring		20,100	20,100
Maguire Correctional Facility Generator		50,000	50,000
Maguire Correctional Facility Plumbing		13,000	13,000
Maguire Correctional Facility Power Surge		50,000	50,000
Maguire Correctional Facility Roof		100,000	100,000
Maguire Correctional Facility Sewage Separation	200,353		200,353
Maguire Correctional Facility Sewer Screening	158		158
Maguire Correctional Facility Waterproof Deck		75,000	75,000
North County Courts Lighting		8,500	8,500
Old Courthouse Roof		7,500	7,500
Women's Correctional Center SBSA Claim Settlement		70,000	70,000
Work Furlough Building HVAC		25,000	25,000
Subtotal Criminal Justice - Facility Surcharge	272,851	942,910	1,215,761

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
Communications Dispatch Center Replace HVAC Unit	54,920		54,920
Hall of Justice Fire Alarm Panel	88,910		88,910
Hall of Justice/Maguire/County Office Building HVAC Consultant	48,529		48,529
Maguire Correctional Center Fire Alarm Upgrade		350,000	350,000
Maguire Correctional Facility Clean Ventilation Ducts	135,698		135,698
Maguire Correctional Facility Cogeneration Project	279		279
Maguire Correctional Facility Conveyor	20,440		20,440
Maguire Correctional Facility Replace Fire Alarm Panel	25,000		25,000
Maguire Correctional Facility Security Doors	39,041		39,041
Women's Correctional Facility Request for Proposals		200,000	200,000
Women's Correctional Center Fire Alarm Phase 2	34,836		34,836
Women's Correctional Center Generator	117,382		117,382
Work Furlough Building Replace Fire Alarm Panel	15,500		15,500
Youth Services Center Cogeneration Maintenance Support	152,001		152,001
Youth Services Center Cogeneration Overhaul		152,000	152,000
Youth Services Center Security Checkpoint	20,000		20,000
Subtotal Criminal Justice - General Fund	752,536	702,000	1,454,536
Central Courts Front and Rear Entrances	14,302		14,302
Central Courts Perimeter Security	34,435		34,435
County Office Building Annex Drainage	49,557		49,557
Countywide Emergent Special Jobs	15,500		15,500
Hall of Justice Fire Alarm Panel	104,945		104,945
Hall of Justice Lighting Distribution Panel	3,023		3,023
Subtotal Criminal Justice - Courthouse Construction Funds	221,762		221,762
Youth Services Center Plan	112,674		112,674
Subtotal Criminal Justice - Bonds	112,674		112,674
Maguire Correctional Center Cogeneration	60,466		60,466
Subtotal Criminal Justice - CA PUC Incentive Funds	60,466		60,466

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
Coyote Point Firing Range		75,000	75,000
Maguire and Women's Correctional Facilities Needs Assessment	45,998	120,800	166,798
Maguire Correctional Center Flooring		50,000	50,000
Maguire Correctional Center Jail Management System Assessment		166,000	166,000
Maguire Correctional Center Kitchen		55,000	55,000
Subtotal Criminal Justice - Department Funded	45,998	466,800	512,798
Maguire Correctional Center Roof Repair and Waterproofing	11,317		11,317
Subtotal Criminal Justice - Temporary Construction Funds	11,317		11,317
Youth Services Center Parking Lot Repair	44,731		44,731
Subtotal Criminal Justice - Proposition 172	44,731		44,731
TOTAL CRIMINAL JUSTICE PROJECTS	1,522,335	2,111,710	3,634,045
HEALTH SERVICES PROJECTS			
SMMC Cogeneration Project	2,977,311		2,977,311
Subtotal Health Services Projects - Loan Proceeds	2,977,311		2,977,311
Burlingame Long Term Care Elevator		50,000	50,000
Burlingame Long Term Care Gate Valves		10,000	10,000
Cordilleras Fire Alarm Upgrade	384,420		384,420
Cordilleras Mental Health Compressors		29,950	29,950
Health Department Building Steam/Heating Hot Water Conversion	48,472		48,472
Health Department Pine Street Warehouse Improvements	4,583		4,583
Public Health Building 37th Ave Exterior Paint	793		793
San Mateo Medical Center 39th Avenue Building Parking Lot		400,000	400,000
SMMC Nursing Wing Bathroom		150,000	150,000
Subtotal Health Services - General Fund	438,268	639,950	1,078,218

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
SMMC Building 54 Separation	24,181		24,181
SMMC Building Fire Separation	8,609		8,609
SMMC E-CAM Replacement	47,821		47,821
SMMC Emergency Room Remodel	2,863		2,863
SMMC Gift Shop Door Modification	5,000		5,000
SMMC Hospital Blood Bank Expansion	19,927		19,927
SMMC Main Campus Rekey	18,000		18,000
SMMC Parking Study	2,943		2,943
Subtotal Health Services/SMMC - Department Funded	129,344		129,344
Burlingame Long Term Care Freezer Install		25,050	25,050
Burlingame Long Term Care HVAC Upgrade		25,000	25,000
Cordilleras Mental Health Center Flooring		100,000	100,000
Cordilleras Mental Health Center Transformer		50,000	50,000
Health Department and SMMC CAD Schematics Drawings	90,439		90,439
Health Services HVAC Controls		50,000	50,000
SMMC Clinics HVAC Improvements	50,000		50,000
SMMC Fire Alarm Panel Upgrade		30,000	30,000
SMMC Heating Hot Water Extension	99,807		99,807
SMMC High Pressure Steam Boiler Replacement	199,807		199,807
SMMC Kitchen Ceiling Replacements	11,083		11,083
SMMC Lobby Flooring		150,000	150,000
SMMC Medical Air System		25,000	25,000
SMMC Medical Gas System Alarm Panel Upgrades	50,000		50,000
SMMC Pneumatic Tube System		25,000	25,000
SMMC Replace Linoleum Flooring Connector	14,159		14,159
SMMC Structural Evaluation		100,000	100,000
SMMC Yamas and Johnson Controls Intergration	199,909		199,909
Subtotal Health Services Projects - Facility Surcharges	715,204	580,050	1,295,254

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
ADA Pine Street Restroom		31,584	31,584
ADA Veteran's Affairs Renovation		27,500	27,500
Health Services Generator	229,582		229,582
Subtotal Health Services Projects - Other	229,582	59,084	288,666
TOTAL HEALTH PROJECTS	4,489,709	1,279,084	5,768,793
PARKS AND MARINA PROJECTS			
ADA Compliance Carriage House	56,918		56,918
ADA Compliance Coyote Point Captain's House	45,000		45,000
ADA Compliance Flood Park Parking Lot Phase 2	16,377		16,377
ADA Compliance Marina Restroom	70,000		70,000
ADA Compliance Memorial Park Restroom	125,198		125,198
Coyote Point Bay Trail Construction	1,111,970		1,111,970
Coyote Point Environmental Museum Reroofing	136,970		136,970
Coyote Point Park Knoll Playground	354,970		354,970
Coyote Point Promenade	198,882		198,882
Coyote Point Water Distribution System	269,970		269,970
Coyote Point - Castaways Restaurant Demolition		90,000	90,000
Crystal Springs Trail Extension To Canada Road	445,000		445,000
Crystal Springs Trail Extension To Hwy 35	478,303		478,303
Crystal Springs Trail Extension To Hwy 92	209,823		209,823
Crystal Springs Trail Restrooms	106,970		106,970
Crystal Springs Trail South of Dam to Highway 35 Construction	434,970		434,970
Crystal Springs Trail Water Supply	175,606		175,606
Edgewood Park Interpretive Center	777,278		777,278
Fitzgerald Education Center Design Phase	55,000		55,000
Fitzgerald Seal Cove Trail Stairway	100,000		100,000
Meadowview Playground Replacement	325,794		325,794
Mid Coast Master Plan		75,000	75,000
Parks Wash Down Racks	179,901		179,901

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
San Pedro Valley Park Visitor Center Repair	174,970		174,970
Sawyer Camp Trail Surface Improvements	133,970		133,970
Trails Master Plan Update		75,000	75,000
Subtotal Parks and Marina - Parks Acquisition Fund	5,983,840	240,000	6,223,840
Coyote Point Marina Dredging Phase 2	100,000		100,000
Subtotal Parks and Marina Projects - State	100,000		100,000
Parks Fixed Assets Capital Projects	88,000		88,000
Parks and Marina Projects - Facility Surcharge	88,000		88,000
Parks Sediment Reduction	9,200		9,200
Tarwater Creek Sediment Reduction	5,795		5,795
Subtotal Parks and Marina Projects - Half Cent Fund	14,995		14,995
TOTAL PARKS AND MARINA PROJECTS	6,186,835	240,000	6,426,835
FIRE PROTECTION PROJECTS			
County Fire Stations Miscellaneous Projects	65,552		65,552
County Fire Stations Miscellaneous Repairs		50,000	50,000
Skylonda County Fire Generator	48,688		48,688
Skylonda County Fire Temporary Barracks	324,970		324,970
Subtotal Fire Protection Projects - General Fund	439,210	50,000	489,210
Skylonda Fire Station Replacement	3,000,000		3,000,000
Pescadero Fire Station Replacement	300,000		300,000
Subtotal Fire Protection Projects - State	3,300,000		3,300,000
TOTAL FIRE PROTECTION PROJECTS	3,739,210	50,000	3,789,210

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
OTHER COUNTY PROJECTS			
ADA Compliance Cohn Sorensen Law Library	35,475		35,475
ADA Compliance Countywide Projects		250,000	250,000
ADA Compliance County Building 555	21,420		21,420
ADA Compliance California Children Services	10,007		10,007
ADA Compliance Daly City Youth Center	11,107		11,107
ADA Compliance Half Moon Bay Airport Phase II	45,725		45,725
ADA Compliance - Half Moon Bay Airport	42,644		42,644
ADA Compliance Health Department	23,031		23,031
ADA Compliance HSA Building A	31,968		31,968
ADA Compliance Maple Street Shelter RWC	63,081		63,081
ADA Compliance Mental Health Region 4 RWC	3,013		3,013
ADA Compliance Peninsula Works 92nd Daly City	8,282		8,282
ADA Compliance Planning Dept Other Projects	14,360		14,360
ADA Compliance San Mateo Expo Center	1,394		1,394
ADA Compliance Sheriff's Office Demeter	28,084		28,084
ADA Compliance Sheriff's Office Fair Oaks	13,679		13,679
ADA Compliance Sheriff's Substation Moss Beach	33,234		33,234
ADA WIC Program East Palo Alto	8,779		8,779
ADA WIC Program Redwood City	15,643		15,643
ADA Parks Transition Plan	24,970		24,970
Belmont Paint Shop Insulation		3,500	3,500
Child Care Center Fire Alarm Panel	58,565		58,565
Child Care Center Fence		20,000	20,000
Central Library Sewer Line Replacement	76,000		76,000
County Office Building Southeast Porch Investigation	36,237		36,237
County Office Building Energy Evaluation	4,886		4,886
Countywide Emergent Special Jobs Facility Surcharges	823,290		823,290
Countywide Emergent Special Jobs Compliance Projects		250,000	250,000
Countywide Emergent Special Jobs Facility Surcharges	17,354		17,354
Countywide Emergent Special Jobs Capital Projects	1,346		1,346

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
East Palo Alto Replace Asphalt Parking Lot Structure	69,191		69,191
East Palo Alto Security Project	4,427		4,427
East Palo Alto Building Windows		14,000	14,000
East Palo Alto Window Security	26,786		26,786
Lathrop House Roof	111,894	30,000	141,894
Maple Street Shelter Replace Windows	48,091		48,091
Old Courthouse Replace/Repair Windows	42,932		42,932
SMMC Building 54 Upgrade	20,000		20,000
SMMC Kitchen Flooring	13,415		13,415
SMMC Surgery Door Repairs	7,349		7,349
SMMC Water Softener	15,000		15,000
Subtotal Other County Projects - Facility Surcharge	1,812,659	567,500	2,380,159

Belmont Crafts Shop Roof		48,000	48,000
Belmont Motor Pool Roof		42,000	42,000
BLTC Emergency Backflow Device	30,000		30,000
Capital Project Development	2,256		2,256
Central Library Sewer Line Replacement	10,000		10,000
Central Library Furnace		9,500	9,500
Cordilleras Refurbish One Elevator	20,447		20,447
Cordilleras Interior Painting	35,000		35,000
Cordilleras Refrigerator Condenser	8,643		8,643
County Govt Center Courtyard		265,000	265,000
County Govt Center Parking Structure Fire Pump/Generator	43,776		43,776
Children's Home Painting		18,500	18,500
County Office Building Partial Roof Replacement		12,000	12,000
County Office Building South East Porch Repair		155,000	155,000
County Office Building One Elevator Machine Room Upgrades	45,990		45,990
County Office Building One Elevators One and Two	331,649		331,649
County Office Building One Replace Multi Zone AHU's	420,954		420,954
County Office Building One Revenue Services HVAC	154,182		154,182

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
County Office Building One Axial Fan		7,500	7,500
County Office Building Recirculation Pump		8,000	8,000
County Office Building Two Telephone Rooms Exhaust Fans	60,529		60,529
County Office Building Two Delivery Door		7,500	7,500
County Office Building Two Electrical		15,000	15,000
County Office Building Two Tower Controls		9,500	9,500
County Office Building Two Windows		50,000	50,000
Countywide Energy Projects		1,000,000	1,000,000
Countywide Energy Retrofit Projects	24,139		24,139
Countywide Facility Assessment Completion		150,000	150,000
Countywide Facility Assessment Study Phase II	28,154		28,154
Countywide Radio Upgrade	85,588		85,588
Eat Poalo Building HVAC		100,000	100,000
Elections Registration San Mateo Roof		25,000	25,000
Elections Registration San Mateo Wall Repair		7,200	7,200
Emergent Special Jobs	1,379		1,379
Government Center No Smoking Sign Project	3,000		3,000
Government Center Parking Structure Seal	9,073		9,073
Grant Yard Termite Repair		7,200	7,200
Hall of Justice Boiler Repair		8,000	8,000
Heller Street Security Improvements		7,500	7,500
Health Services Building Generator	100,000		100,000
Health Services Building Stairwells	8,088		8,088
La Honda Honor Camp Wells Monitoring	755		755
Lathrop House Replace Siding and Paint Exterior	82,091	25,300	107,391
Maguire Correctional Facility Cogeneration Project	1,491		1,491
Maple Street Shelter Restroom Repair		25,000	25,000
Motor Pool Restroom Renovation		45,000	45,000
Old Courthouse Roof Repair		65,000	65,000
Pal Care Facility Paint Exterior	61,497		61,497
Pal Care Parking Lot Repairs	23,695		23,695

Capital Projects Summary FY 2007-08

Project Description	Reapprop	New Approp	Total Approp
Pal Care Termite Repair		16,500	16,500
Pal Care Play Aread		45,000	45,000
Parking Structure Redwood City		265,000	265,000
First American Title Building Purchase		4,000,000	4,000,000
SMMC Natural Gas Seismic Valve	20,000		20,000
SMMC Fire Sealing	24,000		24,000
Radio Sites Maintenance Electrical Grounding	174,000		174,000
Tower Road Trunked Sewer Rehabilitation-Hillsborough	100,000		100,000
Tower Road Complex Sewer Assessment	99,970		99,970
Subtotal Other County Projects - General Fund	2,010,346	6,439,200	8,449,546
County Office Building One Planning Development Review Center	231,776		231,776
Countywide Energy Projects/PG&E	10,462		10,462
Half Moon Bay Airport Sheriff's Parking Lot	53,031		53,031
Maguire Correctional Facility		170,000	170,000
Miscellaneous Lighting Retrofits		225,000	225,000
Subtotal Other County Projects - Department Funded	295,269	395,000	690,269
TOTAL OTHER COUNTY PROJECTS	4,118,274	7,401,700	11,519,974
TOTAL ALL PROJECTS ALL FUNDS	20,056,363	11,082,494	31,138,857

Capital Projects (8500D)
Capital Project Funds

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	22,769	47,968				
Intergovernmental Revenues	68,070	42,824	3,868,081	3,344,731	(523,350)	1,672,365
Charges for Services	767	515	3,443,979	4,979,174	1,535,195	2,489,586
Miscellaneous Revenue	41,371	62,185	3,443,934	3,037,777	(406,157)	1,518,888
Other Financing Sources	6,449,514	6,215,062	14,904,366	19,777,175	4,872,809	7,888,585
Total Revenue	6,582,491	6,368,555	25,660,360	31,138,857	5,478,497	13,569,424
Fund Balance	982,869	1,440,171	2,112,101		(2,112,101)	
TOTAL SOURCES	7,565,360	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424
REQUIREMENTS						
Fixed Assets	6,126,812	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Gross Appropriations	6,126,812	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Intrafund Transfers	(1,624)					
Net Appropriations	6,125,188	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Contingencies/Dept Reserves	1,440,171	2,112,101	1,888,650		(1,888,650)	
TOTAL REQUIREMENTS	7,565,359	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424

Debt Service Fund (8900B)

Budget Unit Locator

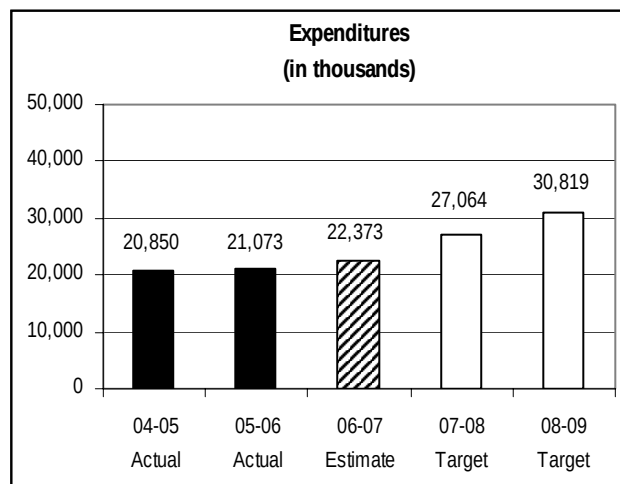
County

Non-Departmental Services
 Non-Departmental Services
 Sergeants/Teamsters Retiree Health
 Contingencies
 Accumulated Capital Outlay
 Courthouse Construction Fund
 Criminal Justice Construction Fund
 Capital Projects

► Debt Service

Budget Unit Description

The Debt Service Fund was established in FY 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy which caps annual debt service payments at 4% of the County Budget average for the last five years.



Net County Cost

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund debt service.

FY 2007-08 Funding Adjustments

The following are significant changes from the FY 2006-07 Revised to the FY 2007-08 Recommended Budget:

1. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. The most significant change is the onset of debt service payments for the new Youth Services Center which will be \$5 million in FY 2007-08 and then increasing to \$9 million in FY 2008-09. Funding will be provided by the General Fund and the Courthouse Construction Fund. A complete list of payments can be viewed on the following page.

Revenue/Sources	4,094,364
Appropriations	4,690,384
Intrafund Transfers	0
Reserves	(596,020)
Net County Cost	0
Positions	0

FY 2008-09 Funding Adjustments

The following are significant changes from the FY 2007-08 to the FY 2008-09 Recommended Budget:

2. Adjustments to Debt Service Payments

Adjustments have been made for all debt service payments. The debt service payments for the new Youth Services Center is increased to \$9 million. A complete list of payments can be viewed on the following page.

Revenue/Sources	3,159,401
Appropriations	3,755,421
Intrafund Transfers	0
Reserves	(596,020)
Net County Cost	0
Positions	0

FY 2007-08 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control ⁽¹⁾	305,000	1,207,019	1,512,019	Colma Creek Flood Control Special District
Courts Relocation Project	194,820	335,646	530,466	Courthouse Construction Fund
Crime Lab	305,000	601,084	906,084	General Fund/Fees
Equipment Project	16,745	28,849	45,594	General Fund/User Departments
Health Center	3,419,911	5,857,201	9,277,112	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	136,170	234,601	370,771	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,264,733	2,855,950	5,120,683	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	530,000	352,992	882,992	Reserves/User Departments/Cities
New Office Building	345,000	1,362,313	1,707,313	Facilities Surcharge/Rent from County
North County Clinic	355,000	276,673	631,673	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	675,000	188,826	863,826	General Fund
Youth Services Center	2,163,975	3,051,500	5,215,475	Rent From Departments
TOTAL DEBT SERVICE	10,711,354	16,352,654	27,064,008	

⁽¹⁾ Not included in the Debt Service Subject to Debt Limit

FY 2008-09 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control ⁽¹⁾	320,000	1,193,062	1,513,062	Colma Creek Flood Control Special District
Courts Relocation Project	203,988	326,747	530,735	Courthouse Construction Fund
Crime Lab	315,000	590,875	905,875	General Fund/Fees
Equipment Project	17,533	28,084	45,617	General Fund/User Departments
Health Center	3,576,168	5,686,456	9,262,624	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District	142,578	228,381	370,959	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	2,433,855	2,765,360	5,199,245	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin	545,000	334,975	879,975	Reserves/User Departments/Cities
New Office Building	380,000	1,344,100	1,724,100	Facilities Surcharge/Rent from County
North County Clinic	395,000	259,874	654,874	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	695,000	165,863	860,863	General Fund
Youth Services Center	2,825,000	6,046,500	8,871,500	Rent From Departments
TOTAL DEBT SERVICE	11,849,152	18,970,277	30,819,429	

⁽¹⁾ Not included in the Debt Service Subject to Debt Limit

Calculation of Annual Debt Service Limit	
Fiscal Year	Adopted Budget
FY 2002-03	1,230,900,080
FY 2003-04	1,265,702,073
FY 2004-05	1,339,748,646
FY 2005-06	1,526,954,943
FY 2006-07	1,645,608,036
Five-Year Average	1,401,782,756
Debt Limit 4.0%	56,071,310
FY 2007-08 Debt Service Limit Subject to the Debt Limit ⁽¹⁾	25,551,989
Under Limit by This Amount	30,519,321
% Under Limit	54%

⁽¹⁾ Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

Debt Service Fund (8900B)

Debt Service Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	616,555	759,665				
Miscellaneous Revenue	81,364	(81,364)				
Other Financing Sources	21,958,476	15,876,710	21,226,791	26,467,988	5,241,197	30,223,409
Total Revenue	22,656,396	16,555,011	21,226,791	26,467,988	5,241,197	30,223,409
Fund Balance	23,107,405	24,913,188	20,394,390	19,247,557	(1,146,833)	18,651,537
TOTAL SOURCES	45,763,801	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946
REQUIREMENTS						
Other Charges	20,850,612	21,073,809	22,373,624	27,064,008	4,690,384	30,819,429
Net Appropriations	20,850,612	21,073,809	22,373,624	27,064,008	4,690,384	30,819,429
Non-General Fund Reserves	24,913,188	20,394,390	19,247,557	18,651,537	(596,020)	18,055,517
TOTAL REQUIREMENTS	45,763,800	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946

*Budget Unit
and
Program Summaries*



*Recommended Budget
FY 2007-08
FY 2008-09*



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

Board of Supervisors (1100D)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	502	4,035				
Total Revenue	502	4,035				
Fund Balance	75,058	60,785	79,266	303,883	224,617	183,547
TOTAL SOURCES	75,560	64,820	79,266	303,883	224,617	183,547
REQUIREMENTS						
Salaries and Benefits	1,589,017	1,635,457	2,447,351	2,647,752	200,401	2,702,474
Services and Supplies	214,075	168,664	199,461	227,455	27,994	205,188
Other Charges	142,769	149,520	152,871	165,399	12,528	165,399
Net Appropriations	1,945,861	1,953,642	2,799,683	3,040,606	240,923	3,073,061
Contingencies/Dept Reserves	38,659	60,785	57,107	153,526	96,419	82,864
TOTAL REQUIREMENTS	1,984,520	2,014,427	2,856,790	3,194,132	337,342	3,155,925
NET COUNTY COST	1,908,960	1,949,607	2,777,524	2,890,249	112,725	2,972,378
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	20.0	20.0		20.0
Funded FTE	15.0	15.0	20.0	20.0		20.0

BOS District 1 (1110B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	63	465				
Total Revenue	63	465				
Fund Balance	21,116	7,992	23,552	89,463	65,911	64,508
TOTAL SOURCES	21,179	8,457	23,552	89,463	65,911	64,508
REQUIREMENTS						
Salaries and Benefits	322,939	304,746	488,727	520,529	31,802	532,988
Services and Supplies	42,343	41,087	45,048	50,239	5,191	50,239
Other Charges	28,203	28,682	30,953	32,663	1,710	32,663
Net Appropriations	393,486	374,515	564,728	603,431	38,703	615,890
Contingencies/Dept Reserves	7,789	7,992	11,044	52,000	40,956	27,045
TOTAL REQUIREMENTS	401,275	382,507	575,772	655,431	79,659	642,935
NET COUNTY COST	380,096	374,050	552,220	565,968	13,748	578,427
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 2 (1120B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance	7,846	7,736	621	36,265	35,644	22,374
TOTAL SOURCES	7,846	7,736	621	36,265	35,644	22,374
REQUIREMENTS						
Salaries and Benefits	331,269	343,574	478,226	537,481	59,255	561,785
Services and Supplies	31,337	27,073	27,488	32,900	5,412	30,808
Other Charges	28,102	29,609	29,335	33,009	3,674	33,009
Net Appropriations	390,708	400,256	535,049	603,390	68,341	625,602
Contingencies/Dept Reserves	7,616	7,736	10,908	24,799	13,891	13,000
TOTAL REQUIREMENTS	398,324	407,992	545,957	628,189	82,232	638,602
NET COUNTY COST	390,478	400,256	545,336	591,924	46,588	616,228
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 3 (1130B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance	20,819	7,736	17,899	70,073	52,174	46,958
TOTAL SOURCES	20,819	7,736	17,899	70,073	52,174	46,958
REQUIREMENTS						
Salaries and Benefits	316,092	311,486	481,503	522,464	40,961	536,873
Services and Supplies	56,984	33,381	38,831	46,671	7,840	46,671
Other Charges	28,230	28,378	30,437	32,819	2,382	32,819
Net Appropriations	401,305	373,244	550,771	601,954	51,183	616,363
Contingencies/Dept Reserves	7,616	7,736	10,875	39,934	29,059	16,819
TOTAL REQUIREMENTS	408,921	380,980	561,646	641,888	80,242	633,182
NET COUNTY COST	388,102	373,244	543,747	571,815	28,068	586,224
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 4 (1140B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance	12,632	29,035	34,901	81,264	46,363	47,086
TOTAL SOURCES	12,632	29,035	34,901	81,264	46,363	47,086
REQUIREMENTS						
Salaries and Benefits	286,949	314,221	488,124	536,315	48,191	544,679
Services and Supplies	36,414	35,057	57,156	62,100	4,944	46,084
Other Charges	28,871	29,699	30,548	33,167	2,619	33,167
Net Appropriations	352,234	378,978	575,828	631,582	55,754	623,930
Contingencies/Dept Reserves	7,616	29,035	12,458	24,643	12,185	13,000
TOTAL REQUIREMENTS	359,850	408,013	588,286	656,225	67,939	636,930
NET COUNTY COST	347,218	378,978	553,385	574,961	21,576	589,844
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

BOS District 5 (1150B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	439	3,570				
Total Revenue	439	3,570				
Fund Balance	12,645	8,286	2,293	26,818	24,525	2,621
TOTAL SOURCES	13,084	11,856	2,293	26,818	24,525	2,621
REQUIREMENTS						
Salaries and Benefits	331,768	361,431	510,771	530,963	20,192	526,149
Services and Supplies	46,997	32,065	30,938	35,545	4,607	31,386
Other Charges	29,362	33,153	31,598	33,741	2,143	33,741
Net Appropriations	408,127	426,649	573,307	600,249	26,942	591,276
Contingencies/Dept Reserves	8,022	8,286	11,822	12,150	328	13,000
TOTAL REQUIREMENTS	416,149	434,935	585,129	612,399	27,270	604,276
NET COUNTY COST	403,065	423,079	582,836	585,581	2,745	601,655
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	4.0	4.0		4.0
Funded FTE	3.0	3.0	4.0	4.0		4.0

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	120,025	134,173	131,000	131,000		131,000
Charges for Services	31,835	275,508	170,053	169,115	(938)	169,115
Interfund Revenue	406,821	502,010	563,987	275,132	(288,855)	268,072
Miscellaneous Revenue	105,524	73,528	21,000	36,000	15,000	36,000
Other Financing Sources	2,897	101,467	41,000	40,500	(500)	40,500
Total Revenue	667,102	1,086,686	927,040	651,747	(275,293)	644,687
Fund Balance	251,085	487,122	664,974	891,625	226,651	886,625
TOTAL SOURCES	918,187	1,573,808	1,592,014	1,543,372	(48,642)	1,531,312
REQUIREMENTS						
Salaries and Benefits	3,536,545	3,667,205	5,186,394	5,627,172	440,778	5,815,836
Services and Supplies	742,294	1,039,929	1,168,189	1,589,862	421,673	1,589,862
Other Charges	1,610,001	1,990,498	2,328,897	2,036,796	(292,101)	1,897,736
Fixed Assets	5,398	7,471		5,000	5,000	
Gross Appropriations	5,894,237	6,705,103	8,683,480	9,258,830	575,350	9,303,434
Intrafund Transfers	(572,815)	(779,352)	(723,612)	(676,249)	47,363	(676,249)
Net Appropriations	5,321,422	5,925,751	7,959,868	8,582,581	622,713	8,627,185
Contingencies/Dept Reserves	71,950	196,409	248,419	412,576	164,157	412,576
TOTAL REQUIREMENTS	5,393,372	6,122,160	8,208,287	8,995,157	786,870	9,039,761
NET COUNTY COST	4,475,186	4,548,353	6,616,273	7,451,785	835,512	7,508,449
AUTHORIZED POSITIONS						
Salary Resolution	34.0	34.0	40.0	40.0		40.0
Funded FTE	33.0	32.5	39.0	39.5	0.5	39.5

County Management (1210P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	117,929	120,426	120,000	120,000		120,000
Interfund Revenue	223,306	357,959	360,084	103,229	(256,855)	96,169
Miscellaneous Revenue	13,573	26,992				
Other Financing Sources		100,000	41,000	39,000	(2,000)	39,000
Total Revenue	354,808	605,378	521,084	262,229	(258,855)	255,169
Fund Balance	251,085	487,122	664,974	860,112	195,138	860,112
TOTAL SOURCES	605,893	1,092,500	1,186,058	1,122,341	(63,717)	1,115,281
REQUIREMENTS						
Salaries and Benefits	1,790,544	1,889,087	2,940,411	3,238,582	298,171	3,329,547
Services and Supplies	278,722	452,400	518,113	546,207	28,094	546,207
Other Charges	1,390,642	1,748,239	2,089,047	1,772,990	(316,057)	1,633,930
Fixed Assets		7,471				
Gross Appropriations	3,459,907	4,097,197	5,547,571	5,557,779	10,208	5,509,684
Intrafund Transfers		(183,445)	(225,777)	(172,762)	53,015	(172,762)
Net Appropriations	3,459,907	3,913,752	5,321,794	5,385,017	63,223	5,336,922
Contingencies/Dept Reserves	71,950	196,409	248,419	386,063	137,644	386,063
TOTAL REQUIREMENTS	3,531,857	4,110,161	5,570,213	5,771,080	200,867	5,722,985
NET COUNTY COST	2,925,964	3,017,661	4,384,155	4,648,739	264,584	4,607,704
AUTHORIZED POSITIONS						
Salary Resolution	16.0	16.0	17.0	17.0		17.0
Funded FTE	16.0	15.0	16.5	17.0	0.5	17.0

Intergovernmental Affairs (1214P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services		247,568	127,053	130,865	3,812	130,865
Interfund Revenue	20,000	20,000	20,000	20,000		20,000
Miscellaneous Revenue	3,533	2,404				
TOTAL SOURCES	23,533	269,971	147,053	150,865	3,812	150,865
REQUIREMENTS						
Salaries and Benefits	440,830	455,976	720,385	788,243	67,858	814,635
Services and Supplies	81,858	122,144	161,789	512,789	351,000	512,789
Other Charges	10,225	14,945	22,718	35,471	12,753	35,471
Gross Appropriations	532,913	593,064	904,892	1,336,503	431,611	1,362,895
Intrafund Transfers	(54,921)	(60,418)	(60,418)	(62,758)	(2,340)	(62,758)
TOTAL REQUIREMENTS	477,992	532,646	844,474	1,273,745	429,271	1,300,137
NET COUNTY COST	454,459	262,675	697,421	1,122,880	425,459	1,149,272
AUTHORIZED POSITIONS						
Salary Resolution			5.0	5.0		5.0
Funded FTE			5.0	5.0		5.0

Clerk of the Board (1215P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	31,599	27,940	43,000	38,250	(4,750)	38,250
Miscellaneous Revenue	35,168	11,090				
TOTAL SOURCES	66,766	39,031	43,000	38,250	(4,750)	38,250
REQUIREMENTS						
Salaries and Benefits	233,886	284,548	312,975	336,636	23,661	346,738
Services and Supplies	65,216	72,320	85,458	93,232	7,774	93,232
Other Charges	16,099	26,229	31,082	27,497	(3,585)	27,497
Fixed Assets	5,398					
Gross Appropriations	320,599	383,097	429,515	457,365	27,850	467,467
Intrafund Transfers	(72,412)	(75,091)				
TOTAL REQUIREMENTS	248,187	308,006	429,515	457,365	27,850	467,467
NET COUNTY COST	181,420	268,975	386,515	419,115	32,600	429,217
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0	3.0	3.0		3.0
Funded FTE	2.5	3.0	3.0	3.0		3.0

Shared Services (1250P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	2,096	13,746	11,000	11,000		11,000
Charges for Services	236					
Interfund Revenue	163,515	124,050	183,903	151,903	(32,000)	151,903
Miscellaneous Revenue	53,250	33,042	21,000	36,000	15,000	36,000
Other Financing Sources	2,897	1,467		1,500	1,500	1,500
Total Revenue	221,994	172,306	215,903	200,403	(15,500)	200,403
Fund Balance				31,513	31,513	26,513
TOTAL SOURCES	221,994	172,306	215,903	231,916	16,013	226,916
REQUIREMENTS						
Salaries and Benefits	1,071,285	1,037,595	1,212,623	1,263,711	51,088	1,324,916
Services and Supplies	316,498	393,065	402,829	437,634	34,805	437,634
Other Charges	193,035	201,085	186,050	200,838	14,788	200,838
Fixed Assets				5,000	5,000	
Gross Appropriations	1,580,819	1,631,746	1,801,502	1,907,183	105,681	1,963,388
Intrafund Transfers	(445,482)	(460,398)	(437,417)	(440,729)	(3,312)	(440,729)
Net Appropriations	1,135,337	1,171,348	1,364,085	1,466,454	102,369	1,522,659
Contingencies/Dept Reserves				26,513	26,513	26,513
TOTAL REQUIREMENTS	1,135,337	1,171,348	1,364,085	1,492,967	128,882	1,549,172
NET COUNTY COST	913,343	999,042	1,148,182	1,261,051	112,869	1,322,256
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	14.5	14.5	14.5	14.5	(0.0)	14.5

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,234,755	2,310,749	9,112,492		(9,112,492)	
Charges for Services	11,653,481	11,461,400	10,879,474	11,252,266	372,792	10,997,801
Miscellaneous Revenue	43,024	63,152	15,500	15,500		15,500
Total Revenue	13,931,260	13,835,301	20,007,466	11,267,766	(8,739,700)	11,013,301
Fund Balance	2,442,279	1,594,449	2,347,264	109,413	(2,237,851)	164,118
TOTAL SOURCES	16,373,539	15,429,750	22,354,730	11,377,179	(10,977,551)	11,177,419
REQUIREMENTS						
Salaries and Benefits	12,391,376	12,805,836	13,145,853	14,636,107	1,490,254	14,507,636
Services and Supplies	4,591,496	5,223,229	3,755,380	4,642,227	886,847	2,642,477
Other Charges	1,972,259	2,004,268	1,815,094	1,972,361	157,267	1,972,361
Fixed Assets	123,168	40,873	9,972,242		(9,972,242)	
Gross Appropriations	19,078,299	20,074,206	28,688,569	21,250,695	(7,437,874)	19,122,474
Intrafund Transfers				(2,469,990)	(2,469,990)	
Net Appropriations	19,078,299	20,074,206	28,688,569	18,780,705	(9,907,864)	19,122,474
Contingencies/Dept Reserves	919,173	110,234	123,097		(123,097)	
TOTAL REQUIREMENTS	19,997,472	20,184,440	28,811,666	18,780,705	(10,030,961)	19,122,474
NET COUNTY COST	3,623,933	4,754,691	6,456,936	7,403,526	946,590	7,945,055
AUTHORIZED POSITIONS						
Salary Resolution	123.0	122.0	123.0	123.0		123.0
Funded FTE	122.8	121.9	123.0	123.0		123.0

Appraisal Services (1310P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,091,827	2,085,015				
Charges for Services	4,237,926	4,445,754	4,167,800	4,417,800	250,000	4,417,800
Miscellaneous Revenue	14,402	19,938	5,000	5,000		5,000
Total Revenue	6,344,155	6,550,707	4,172,800	4,422,800	250,000	4,422,800
Fund Balance	577,486	200,000	805,751	109,413	(696,338)	164,118
TOTAL SOURCES	6,921,641	6,750,707	4,978,551	4,532,213	(446,338)	4,586,918
REQUIREMENTS						
Salaries and Benefits	7,157,293	7,402,686	7,846,854	8,340,383	493,529	8,684,175
Services and Supplies	1,347,134	1,033,884	490,055	426,954	(63,101)	426,954
Other Charges	1,130,650	1,123,074	941,284	1,015,805	74,521	1,015,805
TOTAL REQUIREMENTS	9,635,077	9,559,644	9,278,193	9,783,142	504,949	10,126,934
NET COUNTY COST	2,713,436	2,808,938	4,299,642	5,250,929	951,287	5,540,016
AUTHORIZED POSITIONS						
Salary Resolution	77.0	76.0	77.0	76.0	(1.0)	76.0
Funded FTE	77.0	76.0	77.0	76.0	(1.0)	76.0

Administration and Support (1320P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	128,174	134,986				
Charges for Services	246,130	267,347	625,140	557,754	(67,386)	557,754
Miscellaneous Revenue	5,761	226				
Total Revenue	380,065	402,559	625,140	557,754	(67,386)	557,754
Fund Balance			7,828		(7,828)	
TOTAL SOURCES	380,065	402,559	632,968	557,754	(75,214)	557,754
REQUIREMENTS						
Salaries and Benefits	1,331,344	1,381,962	1,521,985	1,498,177	(23,808)	1,549,764
Services and Supplies	42,388	31,189	38,923	38,923		38,923
Other Charges	3,531	4,261	5,459	7,302	1,843	7,302
TOTAL REQUIREMENTS	1,377,263	1,417,412	1,566,367	1,544,402	(21,965)	1,595,989
NET COUNTY COST	997,198	1,014,852	933,399	986,648	53,249	1,038,235
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	11.0		11.0
Funded FTE	11.0	10.9	11.0	11.0		11.0

Elections (1330P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	14,754	90,748	9,112,492		(9,112,492)	
Charges for Services	2,063,711	1,790,814	1,208,190	1,725,088	516,898	1,470,623
Miscellaneous Revenue	1,367	1,185	7,500	7,500		7,500
Total Revenue	2,079,832	1,882,746	10,328,182	1,732,588	(8,595,594)	1,478,123
Fund Balance	1,200,947	1,301,245	1,471,166		(1,471,166)	
TOTAL SOURCES	3,280,779	3,183,991	11,799,348	1,732,588	(10,066,760)	1,478,123
REQUIREMENTS						
Salaries and Benefits	1,848,272	2,116,181	1,745,722	2,726,035	980,313	2,111,443
Services and Supplies	2,195,383	3,337,476	2,364,202	3,668,350	1,304,148	1,668,600
Other Charges	206,650	245,210	231,478	274,885	43,407	274,885
Fixed Assets			9,972,242		(9,972,242)	
Gross Appropriations	4,250,304	5,698,866	14,313,644	6,669,270	(7,644,374)	4,054,928
Intrafund Transfers				(2,469,990)	(2,469,990)	
Net Appropriations	4,250,304	5,698,866	14,313,644	4,199,280	(10,114,364)	4,054,928
Contingencies/Dept Reserves	919,173	110,234	123,097		(123,097)	
TOTAL REQUIREMENTS	5,169,477	5,809,100	14,436,741	4,199,280	(10,237,461)	4,054,928
NET COUNTY COST	1,888,699	2,625,109	2,637,393	2,466,692	(170,701)	2,576,805
AUTHORIZED POSITIONS						
Salary Resolution	11.0	11.0	11.0	12.0	1.0	12.0
Funded FTE	11.0	11.0	11.0	12.0	1.0	12.0

County Clerk-Recorder (1340P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	5,105,714	4,957,485	4,878,344	4,551,624	(326,720)	4,551,624
Miscellaneous Revenue	21,494	41,803	3,000	3,000		3,000
Total Revenue	5,127,209	4,999,288	4,881,344	4,554,624	(326,720)	4,554,624
Fund Balance	663,846	93,204	62,519		(62,519)	
TOTAL SOURCES	5,791,055	5,092,492	4,943,863	4,554,624	(389,239)	4,554,624
REQUIREMENTS						
Salaries and Benefits	2,054,467	1,905,006	2,031,292	2,071,512	40,220	2,162,254
Services and Supplies	1,006,592	820,682	862,200	508,000	(354,200)	508,000
Other Charges	631,428	631,723	636,873	674,369	37,496	674,369
Fixed Assets	123,168	40,873				
TOTAL REQUIREMENTS	3,815,655	3,398,284	3,530,365	3,253,881	(276,484)	3,344,623
NET COUNTY COST	(1,975,399)	(1,694,208)	(1,413,498)	(1,300,743)	112,755	(1,210,001)
AUTHORIZED POSITIONS						
Salary Resolution	24.0	24.0	24.0	24.0		24.0
Funded FTE	23.8	24.0	24.0	24.0		24.0

Controller's Office (1400B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		106,702				
Charges for Services	1,266,261	1,277,031	1,263,503	1,242,975	(20,528)	1,242,975
Interfund Revenue	124,389	87,241	89,409	112,572	23,163	114,671
Miscellaneous Revenue	22,462	68,468				
Total Revenue	1,413,112	1,539,442	1,352,912	1,355,547	2,635	1,357,646
Fund Balance	814,223	928,395	928,389	1,032,369	103,980	1,032,369
TOTAL SOURCES	2,227,335	2,467,837	2,281,301	2,387,916	106,615	2,390,015
REQUIREMENTS						
Salaries and Benefits	4,116,701	4,178,819	4,569,262	4,881,172	311,910	5,076,965
Services and Supplies	378,661	563,481	540,220	571,045	30,825	573,144
Other Charges	928,995	889,266	962,615	1,004,937	42,322	1,004,937
Fixed Assets	877,754	22,776				
Gross Appropriations	6,302,112	5,654,342	6,072,097	6,457,154	385,057	6,655,046
Intrafund Transfers	(150,000)	(194,850)	(8,200)	(82,565)	(74,365)	(82,565)
Net Appropriations	6,152,112	5,459,492	6,063,897	6,374,589	310,692	6,572,481
Contingencies/Dept Reserves	74,177	79,543	537,946	641,926	103,980	641,926
TOTAL REQUIREMENTS	6,226,289	5,539,035	6,601,843	7,016,515	414,672	7,214,407
NET COUNTY COST	3,998,954	3,071,199	4,320,542	4,628,599	308,057	4,824,392
AUTHORIZED POSITIONS						
Salary Resolution	41.0	41.0	41.0	44.0	3.0	44.0
Funded FTE	40.3	40.1	40.5	42.5	2.0	42.5

Administration (1411P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	1,500	1,500				
Miscellaneous Revenue		501				
Total Revenue	1,500	2,001				
Fund Balance	248,180	227,109	452,916	556,896	103,980	556,896
TOTAL SOURCES	249,680	229,110	452,916	556,896	103,980	556,896
REQUIREMENTS						
Salaries and Benefits	754,236	705,868	882,468	1,033,677	151,209	1,061,595
Services and Supplies	179,028	154,467	205,277	227,185	21,908	227,185
Other Charges	190,267	187,570	198,448	212,126	13,678	212,126
Gross Appropriations	1,123,531	1,047,905	1,286,193	1,472,988	186,795	1,500,906
Intrafund Transfers	(150,000)	(131,795)				
Net Appropriations	973,531	916,110	1,286,193	1,472,988	186,795	1,500,906
Contingencies/Dept Reserves	74,177	79,543	78,448	80,994	2,546	80,994
TOTAL REQUIREMENTS	1,047,708	995,653	1,364,641	1,553,982	189,341	1,581,900
NET COUNTY COST	798,028	766,543	911,725	997,086	85,361	1,025,004
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	7.0	2.0	7.0
Funded FTE	5.0	5.0	5.0	6.7	1.7	6.7

Internal Audit (1421P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	18,100		40,410	30,020	(10,390)	30,020
Interfund Revenue	57,830	58,973	35,950	42,590	6,640	42,590
Miscellaneous Revenue	10,497					
TOTAL SOURCES	86,427	58,973	76,360	72,610	(3,750)	72,610
REQUIREMENTS						
Salaries and Benefits	983,797	964,920	1,206,843	1,192,478	(14,365)	1,246,696
Services and Supplies	42,046	64,350	23,100	23,985	885	23,985
Other Charges	66,647	68,777	70,566	92,754	22,188	92,754
Gross Appropriations	1,092,490	1,098,047	1,300,509	1,309,217	8,708	1,363,435
Intrafund Transfers		(32,217)	(4,100)	(6,600)	(2,500)	(6,600)
TOTAL REQUIREMENTS	1,092,490	1,065,830	1,296,409	1,302,617	6,208	1,356,835
NET COUNTY COST	1,006,063	1,006,857	1,220,049	1,230,007	9,958	1,284,225
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	10.0	10.0		10.0
Funded FTE	9.9	9.8	10.0	9.5	(0.5)	9.5

Payroll Services (1431P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fund Balance		6				
TOTAL SOURCES		6				
REQUIREMENTS						
Salaries and Benefits	567,566	609,438	545,923	575,798	29,875	600,837
Services and Supplies	7,287	9,970	7,620	7,305	(315)	7,305
Other Charges	424,143	382,145	427,220	461,424	34,204	461,424
Gross Appropriations	998,996	1,001,553	980,763	1,044,527	63,764	1,069,566
Intrafund Transfers				(71,865)	(71,865)	(71,865)
TOTAL REQUIREMENTS	998,996	1,001,553	980,763	972,662	(8,101)	997,701
NET COUNTY COST	998,996	1,001,547	980,763	972,662	(8,101)	997,701
AUTHORIZED POSITIONS						
Salary Resolution	6.0	6.0	6.0	6.0		6.0
Funded FTE	6.0	6.0	6.0	6.0		6.0

Controller Information Systems (1432P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services		10,038	10,138		(10,138)	
Miscellaneous Revenue	300					
TOTAL SOURCES	300	10,038	10,138		(10,138)	
REQUIREMENTS						
Salaries and Benefits	455,673	480,439	503,564	644,026	140,462	668,386
Services and Supplies	13,234	21,052	20,080	30,817	10,737	30,817
Other Charges	37,442	48,081	39,744	40,733	989	40,733
Fixed Assets	877,754	22,776				
TOTAL REQUIREMENTS	1,384,104	572,348	563,388	715,576	152,188	739,936
NET COUNTY COST	1,383,804	562,310	553,250	715,576	162,326	739,936
AUTHORIZED POSITIONS						
Salary Resolution	4.0	4.0	4.0	5.0	1.0	5.0
Funded FTE	4.0	4.0	4.0	5.0	1.0	5.0

General Accounting (1441P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	1,500	1,500				
Interfund Revenue	66,559	28,268	53,459	69,982	16,523	72,081
Miscellaneous Revenue	1,044	18,002				
TOTAL SOURCES	69,103	47,770	53,459	69,982	16,523	72,081
REQUIREMENTS						
Salaries and Benefits	630,275	603,550	670,233	620,135	(50,098)	654,576
Services and Supplies	6,869	86,979	183,175	180,775	(2,400)	182,874
Other Charges	126,876	135,835	124,780	84,800	(39,980)	84,800
TOTAL REQUIREMENTS	764,020	826,365	978,188	885,710	(92,478)	922,250
NET COUNTY COST	694,917	778,594	924,729	815,728	(109,001)	850,169
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	7.4	7.5	7.5	7.5		7.5

Property Tax/Special Accounting (1461P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		106,702				
Charges for Services	1,245,161	1,263,993	1,212,955	1,212,955		1,212,955
Miscellaneous Revenue	10,622	49,964				
Total Revenue	1,255,783	1,420,659	1,212,955	1,212,955		1,212,955
Fund Balance	566,043	701,280	475,473	475,473		475,473
TOTAL SOURCES	1,821,826	2,121,939	1,688,428	1,688,428		1,688,428
REQUIREMENTS						
Salaries and Benefits	725,154	814,605	760,231	815,058	54,827	844,875
Services and Supplies	130,198	226,663	100,968	100,978	10	100,978
Other Charges	83,620	66,857	101,857	113,100	11,243	113,100
Gross Appropriations	938,972	1,108,124	963,056	1,029,136	66,080	1,058,953
Intrafund Transfers		(30,838)	(4,100)	(4,100)		(4,100)
Net Appropriations	938,972	1,077,286	958,956	1,025,036	66,080	1,054,853
Contingencies/Dept Reserves			459,498	560,932	101,434	560,932
TOTAL REQUIREMENTS	938,972	1,077,286	1,418,454	1,585,968	167,514	1,615,785
NET COUNTY COST	(882,854)	(1,044,653)	(269,974)	(102,460)	167,514	(72,643)
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	8.0		8.0
Funded FTE	8.0	7.8	8.0	7.9	(0.1)	7.9

Treasurer - Tax Collector (1500B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Use of Money and Property	52,168	62,261	40,000	40,000		40,000
Intergovernmental Revenues	150,000	114,806				
Charges for Services	4,391,107	4,262,658	3,264,097	3,514,974	250,877	3,514,974
Interfund Revenue	939,834	976,931	1,011,000	1,031,000	20,000	1,031,000
Miscellaneous Revenue	173,539	143,298	71,500	81,500	10,000	81,500
Total Revenue	5,716,188	5,569,348	4,390,247	4,671,124	280,877	4,671,124
Fund Balance	2,957,470	3,663,604	3,307,152	3,326,015	18,863	3,326,015
TOTAL SOURCES	8,673,658	9,232,952	7,697,399	7,997,139	299,740	7,997,139
REQUIREMENTS						
Salaries and Benefits	5,142,656	5,350,581	6,004,699	6,327,883	323,184	6,589,552
Services and Supplies	1,125,097	1,691,932	2,907,748	2,690,012	(217,736)	2,563,880
Other Charges	772,800	874,934	921,417	1,059,543	138,126	1,059,543
Fixed Assets	334,919	132,331	80,000		(80,000)	
Gross Appropriations	7,375,473	8,049,779	9,913,864	10,077,438	163,574	10,212,975
Intrafund Transfers	(2,362,170)	(2,584,956)	(2,947,262)	(2,810,559)	136,703	(2,810,559)
Net Appropriations	5,013,303	5,464,822	6,966,602	7,266,879	300,277	7,402,416
Contingencies/Dept Reserves	1,153,043	717,492	1,493,378	1,633,863	140,485	1,633,863
TOTAL REQUIREMENTS	6,166,346	6,182,314	8,459,980	8,900,742	440,762	9,036,279
NET COUNTY COST	(2,507,312)	(3,050,638)	762,581	903,603	141,022	1,039,140
AUTHORIZED POSITIONS						
Salary Resolution	61.0	62.0	63.0	63.0		63.0
Funded FTE	61.0	62.0	61.8	63.0	1.2	63.0

Tax Collector (1510P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	9,540	9,394	3,650	3,650		3,650
Intergovernmental Revenues	150,000	114,806				
Charges for Services	1,547,201	1,424,927	1,164,474	1,164,474		1,164,474
Miscellaneous Revenue	62,646	60,188	56,000	56,000		56,000
Total Revenue	1,769,388	1,609,315	1,224,124	1,224,124		1,224,124
Fund Balance	2,666,881	3,087,465	2,168,392	2,168,392		2,168,392
TOTAL SOURCES	4,436,269	4,696,780	3,392,516	3,392,516		3,392,516
REQUIREMENTS						
Salaries and Benefits	1,665,142	1,690,417	1,830,985	1,927,397	96,412	2,014,850
Services and Supplies	455,165	898,824	1,943,108	1,725,372	(217,736)	1,650,372
Other Charges	425,989	459,773	550,692	621,213	70,521	621,213
Fixed Assets	334,919	120,490	80,000		(80,000)	
Gross Appropriations	2,881,216	3,169,504	4,404,785	4,273,982	(130,803)	4,286,435
Intrafund Transfers	(130,000)	(131,040)	(204,751)		204,751	
Net Appropriations	2,751,216	3,038,464	4,200,034	4,273,982	73,948	4,286,435
Contingencies/Dept Reserves	418,870	346,066	654,919	654,919		654,919
TOTAL REQUIREMENTS	3,170,086	3,384,530	4,854,953	4,928,901	73,948	4,941,354
NET COUNTY COST	(1,266,183)	(1,312,250)	1,462,437	1,536,385	73,948	1,548,838
AUTHORIZED POSITIONS						
Salary Resolution	18.0	18.0	18.0	18.0		18.0
Funded FTE	18.0	18.0	18.0	18.0		18.0

Treasurer (1520P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	2,792,805	2,761,711	2,049,123	2,300,000	250,877	2,300,000
Miscellaneous Revenue	60,679	44,198				
Total Revenue	2,853,484	2,805,910	2,049,123	2,300,000	250,877	2,300,000
Fund Balance	290,589	527,174	981,864	981,864		981,864
TOTAL SOURCES	3,144,073	3,333,084	3,030,987	3,281,864	250,877	3,281,864
REQUIREMENTS						
Salaries and Benefits	1,021,580	1,057,043	1,211,749	1,283,610	71,861	1,331,694
Services and Supplies	164,882	227,130	362,600	362,600		362,600
Other Charges	143,290	164,610	164,994	197,599	32,605	197,599
Gross Appropriations	1,329,753	1,448,784	1,739,343	1,843,809	104,466	1,891,893
Intrafund Transfers			(37,000)		37,000	
Net Appropriations	1,329,753	1,448,784	1,702,343	1,843,809	141,466	1,891,893
Contingencies/Dept Reserves	734,173	371,426	738,459	914,944	176,485	914,944
TOTAL REQUIREMENTS	2,063,926	1,820,210	2,440,802	2,758,753	317,951	2,806,837
NET COUNTY COST	(1,080,147)	(1,512,874)	(590,185)	(523,111)	67,074	(475,027)
AUTHORIZED POSITIONS						
Salary Resolution	10.0	11.0	12.0	12.0		12.0
Funded FTE	10.0	11.0	11.0	12.0	1.0	12.0

Revenue Services Program (1530P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	52,168	62,261	40,000	40,000		40,000
Charges for Services	51,101	76,020	50,500	50,500		50,500
Interfund Revenue	939,834	976,931	1,011,000	1,031,000	20,000	1,031,000
Miscellaneous Revenue	50,214	38,912	15,500	25,500	10,000	25,500
Total Revenue	1,093,316	1,154,124	1,117,000	1,147,000	30,000	1,147,000
Fund Balance		48,965	156,896	175,759	18,863	175,759
TOTAL SOURCES	1,093,316	1,203,089	1,273,896	1,322,759	48,863	1,322,759
REQUIREMENTS						
Salaries and Benefits	2,455,933	2,603,121	2,961,965	3,116,876	154,911	3,243,008
Services and Supplies	505,050	565,978	602,040	602,040		550,908
Other Charges	203,521	250,551	205,731	240,731	35,000	240,731
Fixed Assets		11,841				
Gross Appropriations	3,164,504	3,431,491	3,769,736	3,959,647	189,911	4,034,647
Intrafund Transfers	(2,232,170)	(2,453,916)	(2,705,511)	(2,810,559)	(105,048)	(2,810,559)
Net Appropriations	932,335	977,575	1,064,225	1,149,088	84,863	1,224,088
Contingencies/Dept Reserves			100,000	64,000	(36,000)	64,000
TOTAL REQUIREMENTS	932,335	977,575	1,164,225	1,213,088	48,863	1,288,088
NET COUNTY COST	(160,981)	(225,514)	(109,671)	(109,671)		(34,671)
AUTHORIZED POSITIONS						
Salary Resolution	33.0	33.0	33.0	33.0		33.0
Funded FTE	33.0	33.0	32.8	33.0	0.3	33.0

County Counsel (1600B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	3,532,173	3,245,398	3,079,536	3,542,471	462,935	3,542,471
Interfund Revenue		1,195				
Miscellaneous Revenue	1,650	15,939	1,000	1,000		1,000
Total Revenue	3,533,823	3,262,531	3,080,536	3,543,471	462,935	3,543,471
Fund Balance	895,095	1,149,485	859,302	416,302	(443,000)	416,302
TOTAL SOURCES	4,428,918	4,412,016	3,939,838	3,959,773	19,935	3,959,773
REQUIREMENTS						
Salaries and Benefits	5,603,482	5,966,562	6,577,860	6,994,450	416,590	7,281,035
Services and Supplies	291,088	443,170	363,752	468,542	104,790	468,542
Other Charges	282,034	303,999	360,462	345,542	(14,920)	345,542
Gross Appropriations	6,176,604	6,713,730	7,302,074	7,808,534	506,460	8,095,119
Intrafund Transfers	(1,317,866)	(1,409,843)	(920,753)	(1,132,104)	(211,351)	(1,132,104)
Net Appropriations	4,858,738	5,303,887	6,381,321	6,676,430	295,109	6,963,015
Contingencies/Dept Reserves	146,590	608,599	153,544	153,544		153,544
TOTAL REQUIREMENTS	5,005,328	5,912,486	6,534,865	6,829,974	295,109	7,116,559
NET COUNTY COST	576,410	1,500,470	2,595,027	2,870,201	275,174	3,156,786
AUTHORIZED POSITIONS						
Salary Resolution	38.0	38.0	41.0	41.0		41.0
Funded FTE	37.5	35.0	40.7	38.4	(2.3)	38.4

Human Resources Department (1700B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		68,498				
Charges for Services	35,494	33,435	40,500	40,500		40,500
Interfund Revenue	2,817,742	2,752,750	3,815,764	3,735,164	(80,600)	3,833,335
Miscellaneous Revenue	14,396	8,551		6,000	6,000	6,000
Other Financing Sources			77,323	77,323		77,323
Total Revenue	2,867,632	2,863,234	3,933,587	3,858,987	(74,600)	3,957,158
Fund Balance	666,371	586,255	1,001,731	895,699	(106,032)	784,199
TOTAL SOURCES	3,534,003	3,449,489	4,935,318	4,754,686	(180,632)	4,741,357
REQUIREMENTS						
Salaries and Benefits	5,177,563	5,356,006	6,675,605	6,791,660	116,055	6,960,792
Services and Supplies	1,114,334	1,121,182	1,919,275	1,858,375	(60,900)	1,778,375
Other Charges	599,090	662,222	652,293	742,750	90,457	670,885
Fixed Assets	8,370	6,433	25,500	8,000	(17,500)	
Gross Appropriations	6,899,357	7,145,844	9,272,673	9,400,785	128,112	9,410,052
Intrafund Transfers	(793,234)	(883,452)	(1,396,594)	(1,347,933)	48,661	(1,191,130)
Net Appropriations	6,106,123	6,262,392	7,876,079	8,052,852	176,773	8,218,922
Contingencies/Dept Reserves	515,190	516,127	631,281	566,341	(64,940)	566,341
TOTAL REQUIREMENTS	6,621,313	6,778,519	8,507,360	8,619,193	111,833	8,785,263
NET COUNTY COST	3,087,310	3,329,031	3,572,042	3,864,507	292,465	4,043,906
AUTHORIZED POSITIONS						
Salary Resolution	62.0	63.0	65.0	57.0	(8.0)	57.0
Funded FTE	53.0	53.8	55.9	53.1	(2.7)	53.1

Information Services Department (1800B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	86,897	83,927	88,060	92,926	4,866	92,926
Charges for Services	1,410,898	650,789	546,773	603,855	57,082	603,855
Interfund Revenue	9,848,332	11,137,364	14,271,676	12,368,305	(1,903,371)	12,368,305
Miscellaneous Revenue	23,163	93,639				
Total Revenue	11,369,291	11,965,718	14,906,509	13,065,086	(1,841,423)	13,065,086
Fund Balance	4,314,614	5,512,150	10,529,483	7,453,111	(3,076,372)	4,211,918
TOTAL SOURCES	15,683,905	17,477,868	25,435,992	20,518,197	(4,917,795)	17,277,004
REQUIREMENTS						
Salaries and Benefits	14,727,358	14,946,425	17,772,757	20,262,428	2,489,671	21,007,012
Services and Supplies	18,077,853	20,629,774	25,419,325	24,607,431	(811,894)	20,677,880
Other Charges	1,013,431	1,000,432	1,178,967	1,246,924	67,957	1,246,924
Fixed Assets	388,803	2,074,909	3,383,628	2,875,000	(508,628)	500,000
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
Gross Appropriations	34,494,524	38,937,328	48,078,677	49,315,783	1,237,106	43,755,816
Intrafund Transfers	(24,179,326)	(31,988,943)	(29,080,796)	(33,009,504)	(3,928,708)	(31,214,892)
Net Appropriations	10,315,199	6,948,385	18,997,881	16,306,279	(2,691,602)	12,540,924
Contingencies/Dept Reserves	5,368,706	10,529,483	6,438,111	4,211,918	(2,226,193)	4,736,080
TOTAL REQUIREMENTS	15,683,905	17,477,868	25,435,992	20,518,197	(4,917,795)	17,277,004
AUTHORIZED POSITIONS						
Salary Resolution	135.0	132.0	141.0	154.0	13.0	154.0
Funded FTE	134.1	131.1	139.4	153.1	13.6	153.1

Information and Technology Availability (1830P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	86,897	83,927	88,060	92,926	4,866	92,926
Charges for Services	1,333,462	480,614	514,541	592,569	78,028	592,569
Interfund Revenue	1,127,667	1,768,998	6,295,393	6,685,216	389,823	6,685,216
Miscellaneous Revenue	9,638	57,357				
Total Revenue	2,557,663	2,390,895	6,897,994	7,370,711	472,717	7,370,711
Fund Balance	4,024,424	5,182,583	9,360,680	7,320,694	(2,039,986)	4,013,339
TOTAL SOURCES	6,582,087	7,573,478	16,258,674	14,691,405	(1,567,269)	11,384,050
REQUIREMENTS						
Salaries and Benefits	8,013,139	7,875,203	9,014,486	9,748,405	733,919	10,123,913
Services and Supplies	12,508,986	13,130,754	15,178,241	14,630,121	(548,120)	13,415,121
Other Charges	614,874	580,307	701,196	759,381	58,185	759,381
Fixed Assets	376,362	1,571,647	1,601,424	1,585,000	(16,424)	500,000
Other Financing Uses	287,079	285,788	324,000	324,000		324,000
Gross Appropriations	21,800,439	23,443,699	26,819,347	27,046,907	227,560	25,122,415
Intrafund Transfers	(7,965,777)	(9,145,932)	(16,866,367)	(16,368,841)	497,526	(18,209,704)
Net Appropriations	13,834,662	14,297,767	9,952,980	10,678,066	725,086	6,912,711
Contingencies/Dept Reserves	5,182,563	9,360,680	6,305,694	4,013,339	(2,292,355)	4,471,339
TOTAL REQUIREMENTS	19,017,225	23,658,447	16,258,674	14,691,405	(1,567,269)	11,384,050
NET COUNTY COST	12,435,138	16,084,969				
AUTHORIZED POSITIONS						
Salary Resolution	77.0	74.0	76.0	79.0	3.0	79.0
Funded FTE	76.3	73.1	75.1	78.1	3.0	78.1

Project Management (1840P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	77,437	170,176	32,232	11,286	(20,946)	11,286
Interfund Revenue	8,720,666	9,368,366	7,976,283	5,683,089	(2,293,194)	5,683,089
Miscellaneous Revenue	13,525	36,282				
Total Revenue	8,811,628	9,574,823	8,008,515	5,694,375	(2,314,140)	5,694,375
Fund Balance	290,190	329,567	1,168,803	132,417	(1,036,386)	198,579
TOTAL SOURCES	9,101,818	9,904,390	9,177,318	5,826,792	(3,350,526)	5,892,954
REQUIREMENTS						
Salaries and Benefits	6,714,220	7,071,222	8,758,271	10,514,023	1,755,752	10,883,099
Services and Supplies	5,568,868	7,499,020	10,241,084	9,977,310	(263,774)	7,262,759
Other Charges	398,557	420,124	477,771	487,543	9,772	487,543
Fixed Assets	12,441	503,262	1,782,204	1,290,000	(492,204)	
Gross Appropriations	12,694,085	15,493,629	21,259,330	22,268,876	1,009,546	18,633,401
Intrafund Transfers	(16,213,548)	(22,843,011)	(12,214,429)	(16,640,663)	(4,426,234)	(13,005,188)
Net Appropriations	(3,519,463)	(7,349,382)	9,044,901	5,628,213	(3,416,688)	5,628,213
Contingencies/Dept Reserves	186,143	1,168,803	132,417	198,579	66,162	264,741
TOTAL REQUIREMENTS	(3,333,320)	(6,180,579)	9,177,318	5,826,792	(3,350,526)	5,892,954
NET COUNTY COST	(12,435,138)	(16,084,970)				
AUTHORIZED POSITIONS						
Salary Resolution	58.0	58.0	65.0	75.0	10.0	75.0
Funded FTE	57.8	58.0	64.3	75.0	10.6	75.0

Grand Jury (1920B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Interfund Revenue			82,056	82,056		82,056
Total Revenue			82,056	82,056		82,056
Fund Balance	32,064	32,056				
TOTAL SOURCES	32,064	32,056	82,056	82,056		82,056
REQUIREMENTS						
Salaries and Benefits	58,765	46,494	72,039	72,039		72,039
Services and Supplies	371,919	535,416	465,729	465,729		465,729
Other Charges	671	1,503	10,200	10,200		10,200
TOTAL REQUIREMENTS	431,356	583,413	547,968	547,968		547,968
NET COUNTY COST	399,292	551,357	465,912	465,912		465,912

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Miscellaneous Revenue	2,213,758	2,102,888				
Other Financing Sources			2,927,828	3,475,143	547,315	3,549,857
TOTAL SOURCES	2,213,758	2,102,888	2,927,828	3,475,143	547,315	3,549,857
REQUIREMENTS						
Salaries and Benefits	1,389,482	1,345,842	1,740,328	2,064,200	323,872	2,138,914
Services and Supplies	771,093	705,651	952,500	1,170,112	217,612	1,170,112
Other Charges	53,183	51,395	135,000	140,831	5,831	140,831
Fixed Assets			100,000	100,000		100,000
TOTAL REQUIREMENTS	2,213,758	2,102,888	2,927,828	3,475,143	547,315	3,549,857
AUTHORIZED POSITIONS						
Salary Resolution	13.0	13.0	16.0	16.0		16.0
Funded FTE	13.0	13.0	14.8	16.0	1.2	16.0

Message Switch (1940B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	470,141	520,325	588,649	592,219	3,570	615,908
Interfund Revenue	926	1,145	1,394	2,355	961	2,449
Miscellaneous Revenue	7,540	445				
Total Revenue	478,607	521,915	590,043	594,574	4,531	618,357
Fund Balance	486,480	538,141	522,426	326,184	(196,242)	363,684
TOTAL SOURCES	965,087	1,060,056	1,112,469	920,758	(191,711)	982,041
REQUIREMENTS						
Services and Supplies	321,797	379,671	446,682	422,825	(23,857)	439,696
Other Charges	206,203	248,788	492,693	289,913	(202,780)	301,510
Fixed Assets	5,024	18,637				
Gross Appropriations	533,025	647,097	939,375	712,738	(226,637)	741,206
Intrafund Transfers	(106,078)	(109,466)	(114,568)	(117,142)	(2,574)	(121,827)
Net Appropriations	426,946	537,630	824,807	595,596	(229,211)	619,379
Contingencies/Dept Reserves	538,141	522,426	287,662	325,162	37,500	362,662
TOTAL REQUIREMENTS	965,087	1,060,056	1,112,469	920,758	(191,711)	982,041

District Attorney/Public Administrator (2510B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	601,459	549,546	450,000	258,583	(191,417)	258,583
Use of Money and Property	80,724	74,178	71,175	65,000	(6,175)	65,000
Intergovernmental Revenues	11,566,522	11,711,818	12,097,782	12,361,415	263,633	12,361,415
Charges for Services	228,957	219,124	173,448	173,448		173,448
Miscellaneous Revenue	128,480	183,795	20,000	20,000		20,000
Total Revenue	12,606,141	12,738,459	12,812,405	12,878,446	66,041	12,878,446
Fund Balance	4,708,110	4,257,271	4,065,398	3,640,042	(425,356)	3,640,042
TOTAL SOURCES	17,314,251	16,995,730	16,877,803	16,518,488	(359,315)	16,518,488
REQUIREMENTS						
Salaries and Benefits	15,736,984	15,983,182	18,281,898	18,792,081	510,183	19,580,528
Services and Supplies	724,979	737,752	886,889	1,189,092	302,203	1,189,092
Other Charges	1,582,915	1,499,412	1,531,033	1,656,995	125,962	1,656,995
Fixed Assets		84,261	7,200	20,000	12,800	
Gross Appropriations	18,044,879	18,304,607	20,707,020	21,658,168	951,148	22,426,615
Intrafund Transfers				(84,281)	(84,281)	(84,281)
Net Appropriations	18,044,879	18,304,607	20,707,020	21,573,887	866,867	22,342,334
Contingencies/Dept Reserves	3,047,707	2,596,868	2,503,414	1,832,858	(670,556)	1,852,858
TOTAL REQUIREMENTS	21,092,586	20,901,475	23,210,434	23,406,745	196,311	24,195,192
NET COUNTY COST	3,778,335	3,905,744	6,332,631	6,888,257	555,626	7,676,704
AUTHORIZED POSITIONS						
Salary Resolution	125.0	128.0	128.0	130.0	2.0	130.0
Funded FTE	121.1	123.0	123.0	125.9	2.9	125.9

County Support of the Courts (2700B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	5,752,900	6,244,609	5,894,754	6,344,761	450,007	6,344,761
Charges for Services	4,734,250	2,743,409	2,589,299	2,545,791	(43,508)	2,545,791
Miscellaneous Revenue	44,550		20,000	750,000	730,000	750,000
Other Financing Sources				483,520	483,520	483,520
TOTAL SOURCES	10,531,699	8,988,018	8,504,053	10,124,072	1,620,019	10,124,072
REQUIREMENTS						
Salaries and Benefits	324,340	305,238	360,000	360,000		360,000
Services and Supplies	631,103	755,638	984,180	1,042,000	57,820	1,042,000
Other Charges	21,298,031	20,005,938	19,900,553	20,677,012	776,459	20,677,012
TOTAL REQUIREMENTS	22,253,474	21,066,814	21,244,733	22,079,012	834,279	22,079,012
NET COUNTY COST	11,721,775	12,078,796	12,740,680	11,954,940	(785,740)	11,954,940

Private Defender Program (2800B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	496,841	600,228	375,000	500,000	125,000	500,000
Interfund Revenue	335,676	448,046	325,000	375,000	50,000	375,000
TOTAL SOURCES	832,517	1,048,274	700,000	875,000	175,000	875,000
REQUIREMENTS						
Services and Supplies	12,257,336	12,992,777	14,623,141	15,208,067	584,926	15,816,390
Other Charges			1,077	34,315	33,238	34,315
Gross Appropriations	12,257,336	12,992,777	14,624,218	15,242,382	618,164	15,850,705
Intrafund Transfers			(98,476)		98,476	
TOTAL REQUIREMENTS	12,257,336	12,992,777	14,525,742	15,242,382	716,640	15,850,705
NET COUNTY COST	11,424,819	11,944,503	13,825,742	14,367,382	541,640	14,975,705

Sheriff's Office (3000B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	11,250	11,000	2,750	1,800	(950)	1,800
Fines, Forfeitures and Penalties	425,818	400,686	360,000	370,000	10,000	370,000
Use of Money and Property	36,000	36,000				
Intergovernmental Revenues	37,508,245	39,234,449	44,579,926	40,456,165	(4,123,761)	40,483,926
Charges for Services	7,984,766	8,132,828	8,550,890	9,103,265	552,375	9,123,910
Interfund Revenue	10,107,924	10,204,367	11,928,333	12,909,731	981,398	12,909,731
Miscellaneous Revenue	517,800	577,638	443,600	461,500	17,900	461,500
Total Revenue	56,591,803	58,596,967	65,865,499	63,302,461	(2,563,038)	63,350,867
Fund Balance	5,106,971	3,536,209	3,544,821	3,544,821		3,544,821
TOTAL SOURCES	61,698,774	62,133,176	69,410,320	66,847,282	(2,563,038)	66,895,688
REQUIREMENTS						
Salaries and Benefits	84,793,874	89,260,692	99,884,628	105,354,469	5,469,841	110,020,394
Services and Supplies	7,807,846	8,737,026	12,614,846	10,547,180	(2,067,666)	10,568,217
Other Charges	14,356,636	15,051,195	17,414,998	17,439,582	24,584	17,446,143
Fixed Assets	790,479	1,472,951	1,750,856	851,897	(898,959)	851,897
Other Financing Uses	906,778	903,851	905,321	906,084	763	905,874
Gross Appropriations	108,655,612	115,425,715	132,570,649	135,099,212	2,528,563	139,792,525
Intrafund Transfers	(253,466)	(461,306)	(781,687)	(1,077,603)	(295,916)	(1,077,603)
Net Appropriations	108,402,146	114,964,409	131,788,962	134,021,609	2,232,647	138,714,922
Contingencies/Dept Reserves	774,508		887,199	887,199		887,199
TOTAL REQUIREMENTS	109,176,654	114,964,409	132,676,161	134,908,808	2,232,647	139,602,121
NET COUNTY COST	47,477,879	52,831,232	63,265,841	68,061,526	4,795,685	72,706,433
AUTHORIZED POSITIONS						
Salary Resolution	586.0	615.0	627.0	636.0	9.0	645.0
Funded FTE	579.2	609.5	625.3	633.6	8.3	642.6

Administrative and Support Services (3011P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		3,412				
Intergovernmental Revenues	135,154	134,582	138,074	140,673	2,599	140,673
Charges for Services	196,045	222,796	37,400	56,900	19,500	56,900
Interfund Revenue	420,276	392,053	477,415	470,772	(6,643)	470,772
Miscellaneous Revenue	28,475	16,195	7,500	17,500	10,000	17,500
Total Revenue	779,951	769,037	660,389	685,845	25,456	685,845
Fund Balance	5,106,971	3,536,209	3,544,821	3,544,821		3,544,821
TOTAL SOURCES	5,886,922	4,305,246	4,205,210	4,230,666	25,456	4,230,666
REQUIREMENTS						
Salaries and Benefits	3,004,725	3,110,782	3,659,416	3,287,877	(371,539)	3,416,003
Services and Supplies	495,902	434,302	508,861	520,186	11,325	520,186
Other Charges	363,709	304,933	395,868	353,322	(42,546)	353,322
Gross Appropriations	3,864,335	3,850,017	4,564,145	4,161,385	(402,760)	4,289,511
Intrafund Transfers		(60,000)				
Net Appropriations	3,864,335	3,790,017	4,564,145	4,161,385	(402,760)	4,289,511
Contingencies/Dept Reserves	774,508		887,199	887,199		887,199
TOTAL REQUIREMENTS	4,638,843	3,790,017	5,451,344	5,048,584	(402,760)	5,176,710
NET COUNTY COST	(1,248,078)	(515,229)	1,246,134	817,918	(428,216)	946,044
AUTHORIZED POSITIONS						
Salary Resolution	28.0	27.0	27.0	27.0		27.0
Funded FTE	26.7	27.0	27.0	27.0		27.0

Professional Standards Bureau (3013P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	11,250	3,632	2,750	1,800	(950)	1,800
Intergovernmental Revenues	1,055,689	1,058,983	1,197,065	1,220,031	22,966	1,220,031
Charges for Services	180,045	161,090	261,217	219,667	(41,550)	219,667
Miscellaneous Revenue	86,838	19,244	357,500	387,500	30,000	387,500
TOTAL SOURCES	1,333,822	1,242,949	1,818,532	1,828,998	10,466	1,828,998
REQUIREMENTS						
Salaries and Benefits	2,244,773	2,497,656	4,618,090	5,555,753	937,663	7,191,040
Services and Supplies	572,031	701,999	726,098	825,289	99,191	832,714
Other Charges	389,087	420,989	472,350	506,516	34,166	513,077
Gross Appropriations	3,205,891	3,620,643	5,816,538	6,887,558	1,071,020	8,536,831
Intrafund Transfers				(75,000)	(75,000)	(75,000)
TOTAL REQUIREMENTS	3,205,891	3,620,643	5,816,538	6,812,558	996,020	8,461,831
NET COUNTY COST	1,872,069	2,377,694	3,998,006	4,983,560	985,554	6,632,833
AUTHORIZED POSITIONS						
Salary Resolution	10.0	23.0	26.0	33.0	7.0	42.0
Funded FTE	9.7	20.6	25.8	31.5	5.8	40.5

Technical Support Services (3015P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	74,529	67,700	30,000	40,000	10,000	40,000
Intergovernmental Revenues	491,382	(28,365)	237,852	242,609	4,757	242,609
Charges for Services	156,917	171,183	190,600	201,408	10,808	201,408
Interfund Revenue	408,662	586,294	391,145	393,268	2,123	393,268
Miscellaneous Revenue	20,669	36,584	13,600	16,500	2,900	16,500
TOTAL SOURCES	1,152,159	833,395	863,197	893,785	30,588	893,785
REQUIREMENTS						
Salaries and Benefits	2,538,665	2,678,498	2,827,429	2,858,910	31,481	2,946,511
Services and Supplies	527,243	318,844	402,959	435,647	32,688	435,647
Other Charges	934,058	753,433	866,514	1,007,225	140,711	1,007,225
Fixed Assets	442,700	166,173				
Gross Appropriations	4,442,666	3,916,948	4,096,902	4,301,782	204,880	4,389,383
Intrafund Transfers	(91,246)	(99,555)	(111,189)	(102,896)	8,293	(102,896)
TOTAL REQUIREMENTS	4,351,420	3,817,393	3,985,713	4,198,886	213,173	4,286,487
NET COUNTY COST	3,199,262	2,983,998	3,122,516	3,305,101	182,585	3,392,702
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	28.0	28.0	28.0	27.9	(0.1)	27.9

Sheriff's Forensic Laboratory (3017P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,012,976	2,307,609	2,697,099	2,628,007	(69,092)	2,628,007
Charges for Services	929,570	1,062,225	1,350,000	1,380,000	30,000	1,400,645
Interfund Revenue	457,930	476,355	585,680	596,043	10,363	596,043
Miscellaneous Revenue	25,005	699				
TOTAL SOURCES	3,425,480	3,846,888	4,632,779	4,604,050	(28,729)	4,624,695
REQUIREMENTS						
Salaries and Benefits	2,747,151	3,147,929	4,110,263	4,196,546	86,283	4,274,999
Services and Supplies	595,309	726,371	505,571	568,953	63,382	568,953
Other Charges	483,808	516,554	514,292	548,125	33,833	548,125
Fixed Assets	14,499	180,783	290,000	307,825	17,825	307,825
Other Financing Uses	906,778	903,851	905,321	906,084	763	905,874
TOTAL REQUIREMENTS	4,747,544	5,475,487	6,325,447	6,527,533	202,086	6,605,776
NET COUNTY COST	1,322,064	1,628,599	1,692,668	1,923,483	230,815	1,981,081
AUTHORIZED POSITIONS						
Salary Resolution	26.0	29.0	32.0	32.0		32.0
Funded FTE	25.8	28.7	32.0	32.0		32.0

Patrol Bureau (3051P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises		7,368				
Fines, Forfeitures and Penalties	351,289	329,575	300,000	300,000		300,000
Intergovernmental Revenues	8,124,302	8,019,154	7,968,969	8,098,459	129,490	8,098,459
Charges for Services	3,679,230	4,219,824	4,628,668	4,986,684	358,016	4,986,684
Miscellaneous Revenue	64,149	161,834	50,000	25,000	(25,000)	25,000
TOTAL SOURCES	12,218,970	12,737,755	12,947,637	13,410,143	462,506	13,410,143
REQUIREMENTS						
Salaries and Benefits	17,411,594	18,759,087	19,236,620	19,858,303	621,683	20,439,419
Services and Supplies	662,929	644,944	929,556	960,476	30,920	960,476
Other Charges	2,150,524	2,322,749	2,436,364	2,435,978	(386)	2,435,978
TOTAL REQUIREMENTS	20,225,048	21,726,781	22,602,540	23,254,757	652,217	23,835,873
NET COUNTY COST	8,006,078	8,989,026	9,654,903	9,844,614	189,711	10,425,730
AUTHORIZED POSITIONS						
Salary Resolution	97.0	100.0	107.0	104.0	(3.0)	104.0
Funded FTE	97.5	99.0	107.0	104.0	(3.0)	104.0

Investigations Bureau (3053P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties			30,000	30,000		30,000
Use of Money and Property	36,000	36,000				
Intergovernmental Revenues	6,223,029	6,749,084	9,265,068	8,081,542	(1,183,526)	8,081,542
Charges for Services	2,911	19,661				
Interfund Revenue	475,084	429,277	562,547	612,304	49,757	612,304
Miscellaneous Revenue	70,003	19,429				
TOTAL SOURCES	6,807,027	7,253,452	9,857,615	8,723,846	(1,133,769)	8,723,846
REQUIREMENTS						
Salaries and Benefits	7,716,152	8,652,497	10,075,963	10,264,253	188,290	10,582,818
Services and Supplies	662,737	955,344	2,062,240	1,474,108	(588,132)	1,474,108
Other Charges	572,252	702,882	1,721,806	1,290,587	(431,219)	1,290,587
Fixed Assets	97,760	102,555		50,000	50,000	50,000
TOTAL REQUIREMENTS	9,048,900	10,413,278	13,860,009	13,078,948	(781,061)	13,397,513
NET COUNTY COST	2,241,873	3,159,826	4,002,394	4,355,102	352,708	4,673,667
AUTHORIZED POSITIONS						
Salary Resolution	57.0	58.0	57.0	59.0	2.0	59.0
Funded FTE	53.7	57.8	55.1	59.0	3.9	59.0

Office of Emergency Services (3055P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,202,291	4,601,958	6,300,776	2,951,378	(3,349,398)	2,979,139
Charges for Services	52,500	52,912	52,500	52,500		52,500
Interfund Revenue	30,000					
Miscellaneous Revenue	4,192	34,452				
TOTAL SOURCES	2,288,983	4,689,322	6,353,276	3,003,878	(3,349,398)	3,031,639
REQUIREMENTS						
Salaries and Benefits	1,387,296	1,673,346	1,860,191	1,765,202	(94,989)	1,826,083
Services and Supplies	777,293	1,408,668	2,952,483	1,200,617	(1,751,866)	1,214,229
Other Charges	579,069	901,791	1,018,523	768,287	(250,236)	768,287
Fixed Assets	182,004	1,015,769	1,460,856	494,072	(966,784)	494,072
TOTAL REQUIREMENTS	2,925,663	4,999,574	7,292,053	4,228,178	(3,063,875)	4,302,671
NET COUNTY COST	636,679	310,251	938,777	1,224,300	285,523	1,271,032
AUTHORIZED POSITIONS						
Salary Resolution	9.0	9.0	12.0	11.0	(1.0)	11.0
Funded FTE	8.9	8.9	11.9	11.0	(0.9)	11.0

Maguire Correctional Facility (3101P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	12,840,149	12,633,712	12,920,340	13,161,689	241,349	13,161,689
Charges for Services	1,794,390	1,114,610	850,500	1,000,000	149,500	1,000,000
Interfund Revenue	165,559	88,895	92,896		(92,896)	
Miscellaneous Revenue	136,979	189,210				
TOTAL SOURCES	14,937,078	14,026,427	13,863,736	14,161,689	297,953	14,161,689
REQUIREMENTS						
Salaries and Benefits	31,237,489	31,341,084	34,203,351	35,752,572	1,549,221	36,898,804
Services and Supplies	854,463	1,024,931	1,223,958	1,218,133	(5,825)	1,218,133
Other Charges	7,223,034	7,288,931	7,805,075	8,158,461	353,386	8,158,461
Fixed Assets	20,026					
TOTAL REQUIREMENTS	39,335,012	39,654,946	43,232,384	45,129,166	1,896,782	46,275,398
NET COUNTY COST	24,397,934	25,628,519	29,368,648	30,967,477	1,598,829	32,113,709
AUTHORIZED POSITIONS						
Salary Resolution	224.0	226.0	226.0	226.0		226.0
Funded FTE	224.0	226.0	226.8	225.6	(1.2)	225.6

Custody Programs (3150P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,822,660	2,152,128	2,207,653	2,251,806	44,153	2,251,806
Charges for Services	888,221	971,835	949,400	956,650	7,250	956,650
Miscellaneous Revenue	61,493	64,466	15,000	15,000		15,000
TOTAL SOURCES	3,772,374	3,188,429	3,172,053	3,223,456	51,403	3,223,456
REQUIREMENTS						
Salaries and Benefits	5,659,938	6,117,767	6,292,585	7,188,175	895,590	7,396,032
Services and Supplies	212,622	260,593	347,518	349,668	2,150	349,668
Other Charges	1,101,015	1,222,192	1,474,345	1,638,157	163,812	1,638,157
Gross Appropriations	6,973,575	7,600,552	8,114,448	9,176,000	1,061,552	9,383,857
Intrafund Transfers			(130,000)	(209,580)	(79,580)	(209,580)
TOTAL REQUIREMENTS	6,973,575	7,600,552	7,984,448	8,966,420	981,972	9,174,277
NET COUNTY COST	3,201,202	4,412,123	4,812,395	5,742,964	930,569	5,950,821
AUTHORIZED POSITIONS						
Salary Resolution	36.0	41.0	37.0	40.0	3.0	40.0
Funded FTE	36.0	40.0	37.0	40.0	3.0	40.0

Court and Security Services (3158P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	1,600,611	1,605,605	1,647,030	1,679,971	32,941	1,679,971
Charges for Services	104,938	136,691	230,605	249,456	18,851	249,456
Interfund Revenue	8,150,413	8,231,493	9,818,650	10,837,344	1,018,694	10,837,344
Miscellaneous Revenue	19,997	35,525				
TOTAL SOURCES	9,875,959	10,009,313	11,696,285	12,766,771	1,070,486	12,766,771
REQUIREMENTS						
Salaries and Benefits	10,846,091	11,282,047	13,000,720	14,626,878	1,626,158	15,048,685
Services and Supplies	2,447,318	2,261,029	2,955,602	2,994,103	38,501	2,994,103
Other Charges	560,079	616,741	709,861	732,924	23,063	732,924
Fixed Assets	33,490	7,672				
Gross Appropriations	13,886,978	14,167,490	16,666,183	18,353,905	1,687,722	18,775,712
Intrafund Transfers	(162,220)	(301,751)	(540,498)	(690,127)	(149,629)	(690,127)
TOTAL REQUIREMENTS	13,724,757	13,865,738	16,125,685	17,663,778	1,538,093	18,085,585
NET COUNTY COST	3,848,798	3,856,425	4,429,400	4,897,007	467,607	5,318,814
AUTHORIZED POSITIONS						
Salary Resolution	71.0	74.0	75.0	76.0	1.0	76.0
Funded FTE	69.0	73.5	74.7	75.5	0.8	75.5

Probation Department (3200D)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	85,220	67,409	107,500	36,300	(71,200)	36,300
Intergovernmental Revenues	31,590,565	29,481,580	29,945,121	30,339,216	394,095	30,339,216
Charges for Services	1,308,716	1,253,451	1,412,578	1,324,200	(88,378)	1,324,200
Miscellaneous Revenue	209,022	133,340		148,700	148,700	148,700
Other Financing Sources	230,000	230,000	230,000		(230,000)	
Total Revenue	33,423,524	31,165,780	31,695,199	31,848,416	153,217	31,848,416
Fund Balance	2,096,753	2,258,514	3,202,982	2,717,501	(485,481)	2,717,501
TOTAL SOURCES	35,520,277	33,424,294	34,898,181	34,565,917	(332,264)	34,565,917
REQUIREMENTS						
Salaries and Benefits	42,435,898	44,333,455	49,439,133	51,600,000	2,160,867	53,923,118
Services and Supplies	7,077,806	10,622,293	12,666,212	12,311,154	(355,058)	12,311,154
Other Charges	6,748,717	7,194,057	8,891,646	13,290,829	4,399,183	13,290,829
Fixed Assets	8,041	25,466	517,272	55,000	(462,272)	
Gross Appropriations	56,270,463	62,175,272	71,514,263	77,256,983	5,742,720	79,525,101
Intrafund Transfers	(4,537,468)	(7,277,057)	(7,420,872)	(8,742,073)	(1,321,201)	(8,742,073)
Net Appropriations	51,732,995	54,898,215	64,093,391	68,514,910	4,421,519	70,783,028
Contingencies/Dept Reserves	511,851	419,908	419,908	258,910	(160,998)	313,910
TOTAL REQUIREMENTS	52,244,846	55,318,123	64,513,299	68,773,820	4,260,521	71,096,938
NET COUNTY COST	16,724,569	21,893,829	29,615,118	34,207,903	4,592,785	36,531,021
AUTHORIZED POSITIONS						
Salary Resolution	429.0	463.0	465.0	465.0		465.0
Funded FTE	415.8	442.3	456.1	458.1	2.0	458.1

Administrative Services (3211P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		119				
Intergovernmental Revenues	972,545	1,687,391	1,144,405	1,180,794	36,389	1,180,794
Charges for Services	(2,147)	604				
Miscellaneous Revenue	1,399	517		51,300	51,300	51,300
Total Revenue	971,797	1,688,631	1,144,405	1,232,094	87,689	1,232,094
Fund Balance	2,096,753	2,258,514	3,202,982	2,717,501	(485,481)	2,717,501
TOTAL SOURCES	3,068,550	3,947,145	4,347,387	3,949,595	(397,792)	3,949,595
REQUIREMENTS						
Salaries and Benefits	2,342,599	2,284,118	3,050,909	3,153,920	103,011	3,250,410
Services and Supplies	511,546	644,262	834,872	803,315	(31,557)	803,315
Other Charges	1,033,682	1,035,021	1,155,714	1,440,729	285,015	1,440,729
Fixed Assets				55,000	55,000	
Net Appropriations	3,887,826	3,963,401	5,041,495	5,452,964	411,469	5,494,454
Contingencies/Dept Reserves	511,851	419,908	419,908	258,910	(160,998)	313,910
TOTAL REQUIREMENTS	4,399,677	4,383,309	5,461,403	5,711,874	250,471	5,808,364
NET COUNTY COST	1,331,127	436,164	1,114,016	1,762,279	648,263	1,858,769
AUTHORIZED POSITIONS						
Salary Resolution	22.0	23.0	21.0	21.0		21.0
Funded FTE	22.0	23.0	21.3	21.0	(0.3)	21.0

Court Services (3223P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	1,812,469	1,818,124	1,770,219	1,806,123	35,904	1,806,123
Miscellaneous Revenue	960	1,798				
TOTAL SOURCES	1,813,430	1,819,922	1,770,219	1,806,123	35,904	1,806,123
REQUIREMENTS						
Salaries and Benefits	4,537,709	4,512,769	4,459,039	5,175,720	716,681	5,383,239
Services and Supplies	743,280	755,493	1,013,822	930,404	(83,418)	930,404
Other Charges	135,313	153,587	134,035	131,347	(2,688)	131,347
TOTAL REQUIREMENTS	5,416,301	5,421,849	5,606,896	6,237,471	630,575	6,444,990
NET COUNTY COST	3,602,871	3,601,927	3,836,677	4,431,348	594,671	4,638,867
AUTHORIZED POSITIONS						
Salary Resolution	61.0	58.0	42.0	43.0	1.0	43.0
Funded FTE	58.3	54.3	39.5	41.6	2.1	41.6

Adult Supervision Services (3227P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	12,203	12,404	32,000	9,000	(23,000)	9,000
Intergovernmental Revenues	4,388,264	4,528,777	4,246,214	4,227,141	(19,073)	4,227,141
Charges for Services	530,996	726,145	587,024	634,200	47,176	634,200
Miscellaneous Revenue	141,863	49,417		56,000	56,000	56,000
TOTAL SOURCES	5,073,326	5,316,743	4,865,238	4,926,341	61,103	4,926,341
REQUIREMENTS						
Salaries and Benefits	9,044,994	9,663,499	10,911,233	11,364,177	452,944	11,827,007
Services and Supplies	1,762,419	2,238,601	3,151,464	1,999,407	(1,152,057)	1,999,407
Other Charges	948,655	963,319	965,021	1,255,945	290,924	1,255,945
Fixed Assets			412,000		(412,000)	
Gross Appropriations	11,756,069	12,865,419	15,439,718	14,619,529	(820,189)	15,082,359
Intrafund Transfers	(2,138,229)	(2,725,485)	(3,427,253)	(3,731,833)	(304,580)	(3,731,833)
TOTAL REQUIREMENTS	9,617,840	10,139,934	12,012,465	10,887,696	(1,124,769)	11,350,526
NET COUNTY COST	4,544,514	4,823,191	7,147,227	5,961,355	(1,185,872)	6,424,185
AUTHORIZED POSITIONS						
Salary Resolution	94.0	97.0	101.0	100.0	(1.0)	100.0
Funded FTE	93.3	96.3	100.4	99.3	(1.1)	99.3

Juvenile Supervision Services (3253P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	73,017	54,886	75,500	27,300	(48,200)	27,300
Intergovernmental Revenues	16,085,586	13,304,405	14,091,520	14,131,174	39,654	14,131,174
Charges for Services	51,221	58,779	50,000	66,500	16,500	66,500
Miscellaneous Revenue	56,698	59,159		2,900	2,900	2,900
Other Financing Sources	230,000					
TOTAL SOURCES	16,496,522	13,477,228	14,217,020	14,227,874	10,854	14,227,874
REQUIREMENTS						
Salaries and Benefits	14,092,620	14,343,606	15,599,702	16,542,143	942,441	17,286,894
Services and Supplies	2,253,052	5,814,536	5,315,473	4,952,516	(362,957)	4,952,516
Other Charges	1,548,934	1,558,785	1,998,781	2,262,822	264,041	2,262,822
Fixed Assets	8,041					
Gross Appropriations	17,902,647	21,716,927	22,913,956	23,757,481	843,525	24,502,232
Intrafund Transfers	(834,885)	(4,006,806)	(3,423,127)	(4,450,675)	(1,027,548)	(4,450,675)
TOTAL REQUIREMENTS	17,067,762	17,710,122	19,490,829	19,306,806	(184,023)	20,051,557
NET COUNTY COST	571,241	4,232,894	5,273,809	5,078,932	(194,877)	5,823,683
AUTHORIZED POSITIONS						
Salary Resolution	133.0	134.0	151.0	151.0		151.0
Funded FTE	125.5	129.3	145.7	145.0	(0.7)	145.0

Institutions Services (3283P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	8,331,700	8,142,883	8,692,763	8,993,984	301,221	8,993,984
Charges for Services	728,647	467,923	775,554	623,500	(152,054)	623,500
Miscellaneous Revenue	8,103	22,450		38,500	38,500	38,500
Other Financing Sources		230,000	230,000		(230,000)	
TOTAL SOURCES	9,068,449	8,863,256	9,698,317	9,655,984	(42,333)	9,655,984
REQUIREMENTS						
Salaries and Benefits	12,417,977	13,529,463	15,418,250	15,364,040	(54,210)	16,175,568
Services and Supplies	1,807,509	1,169,401	2,350,581	3,625,512	1,274,931	3,625,512
Other Charges	3,082,134	3,483,345	4,638,095	8,199,986	3,561,891	8,199,986
Fixed Assets		25,466	105,272		(105,272)	
Gross Appropriations	17,307,619	18,207,676	22,512,198	27,189,538	4,677,340	28,001,066
Intrafund Transfers	(1,564,355)	(544,766)	(570,492)	(559,565)	10,927	(559,565)
TOTAL REQUIREMENTS	15,743,265	17,662,910	21,941,706	26,629,973	4,688,267	27,441,501
NET COUNTY COST	6,674,816	8,799,654	12,243,389	16,973,989	4,730,600	17,785,517
AUTHORIZED POSITIONS						
Salary Resolution	119.0	151.0	150.0	150.0		150.0
Funded FTE	116.8	139.4	149.3	151.2	1.9	151.2

Coroner's Office (3300B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes		34				
Licenses, Permits and Franchises	10,902	11,005	11,100	11,100		11,100
Intergovernmental Revenues	500,822	502,384	515,344	525,651	10,307	525,651
Charges for Services	160,896	170,117	166,500	168,500	2,000	168,500
Miscellaneous Revenue	17,328	28,053	7,100	8,500	1,400	8,500
Total Revenue	689,948	711,593	700,044	713,751	13,707	713,751
Fund Balance	206,714	183,732	179,676	179,676		179,676
TOTAL SOURCES	896,662	895,325	879,720	893,427	13,707	893,427
REQUIREMENTS						
Salaries and Benefits	1,637,405	1,687,807	1,713,100	1,748,385	35,285	1,788,133
Services and Supplies	477,281	535,470	615,954	672,905	56,951	672,905
Other Charges	214,826	224,224	250,967	255,436	4,469	255,436
Fixed Assets	12,438	27,250	50,000		(50,000)	
Net Appropriations	2,341,949	2,474,751	2,630,021	2,676,726	46,705	2,716,474
Contingencies/Dept Reserves	164,162	103,180	103,180	103,180		103,180
TOTAL REQUIREMENTS	2,506,111	2,577,931	2,733,201	2,779,906	46,705	2,819,654
NET COUNTY COST	1,609,449	1,682,606	1,853,481	1,886,479	32,998	1,926,227
AUTHORIZED POSITIONS						
Salary Resolution	15.0	15.0	15.0	15.0		15.0
Funded FTE	15.0	14.9	15.0	15.0		15.0

Coroner Investigations (3316P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes		34				
Licenses, Permits and Franchises	10,902	11,005	11,100	11,100		11,100
Intergovernmental Revenues	498,148	499,592	512,552	522,803	10,251	522,803
Charges for Services	27,906	34,988	19,000	21,000	2,000	21,000
Miscellaneous Revenue	12,106	25,823	7,100	8,500	1,400	8,500
Total Revenue	549,062	571,442	549,752	563,403	13,651	563,403
Fund Balance	206,714	183,732	179,676	179,676		179,676
TOTAL SOURCES	755,776	755,174	729,428	743,079	13,651	743,079
REQUIREMENTS						
Salaries and Benefits	1,421,798	1,468,085	1,489,399	1,515,229	25,830	1,545,928
Services and Supplies	79,926	91,878	116,927	131,378	14,451	131,378
Other Charges	214,653	224,224	181,906	184,837	2,931	184,837
Fixed Assets	12,438	27,250	50,000		(50,000)	
Net Appropriations	1,728,815	1,811,437	1,838,232	1,831,444	(6,788)	1,862,143
Contingencies/Dept Reserves	164,162	103,180	103,180	103,180		103,180
TOTAL REQUIREMENTS	1,892,977	1,914,617	1,941,412	1,934,624	(6,788)	1,965,323
NET COUNTY COST	1,137,201	1,159,443	1,211,984	1,191,545	(20,439)	1,222,244
AUTHORIZED POSITIONS						
Salary Resolution	12.0	15.0	12.0	12.0		12.0
Funded FTE	12.0	14.9	12.0	12.0		12.0

Coroner Pathology (3321P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,674	2,792	2,792	2,848	56	2,848
Charges for Services	132,990	135,128	147,500	147,500		147,500
Miscellaneous Revenue	5,222	2,231				
TOTAL SOURCES	140,886	140,151	150,292	150,348	56	150,348
REQUIREMENTS						
Salaries and Benefits	215,607	219,722	223,701	233,156	9,455	242,205
Services and Supplies	397,355	443,592	499,027	541,527	42,500	541,527
Other Charges	173		69,061	70,599	1,538	70,599
TOTAL REQUIREMENTS	613,134	663,314	791,789	845,282	53,493	854,331
NET COUNTY COST	472,248	523,163	641,497	694,934	53,437	703,983
AUTHORIZED POSITIONS						
Salary Resolution	3.0		3.0	3.0		3.0
Funded FTE	3.0		3.0	3.0		3.0

Office of Economic Development (1220B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	175,972		397,808	361,041	(36,767)	361,041
Charges for Services	109,116	(74,885)	50,000	50,000		50,000
Interfund Revenue	2,649,015	2,412,211	2,563,881	2,444,897	(118,984)	2,444,897
Miscellaneous Revenue	53,516	63,319				
Total Revenue	2,987,618	2,400,645	3,011,689	2,855,938	(155,751)	2,855,938
Fund Balance	219,324	131,710	136,800	31,140	(105,660)	31,140
TOTAL SOURCES	3,206,942	2,532,355	3,148,489	2,887,078	(261,411)	2,887,078
REQUIREMENTS						
Salaries and Benefits	583,538	583,816	697,724	529,881	(167,843)	550,962
Services and Supplies	88,176	255,586	277,047	215,823	(61,224)	215,823
Other Charges	11,270,883	10,836,037	10,844,264	13,205,566	2,361,302	13,205,566
Gross Appropriations	11,942,597	11,675,439	11,819,035	13,951,270	2,132,235	13,972,351
Intrafund Transfers	(9,028,530)	(9,357,659)	(8,688,710)	(11,095,332)	(2,406,622)	(11,116,413)
Net Appropriations	2,914,067	2,317,780	3,130,325	2,855,938	(274,387)	2,855,938
Contingencies/Dept Reserves	32,283	26,050	38,096	31,140	(6,956)	31,140
TOTAL REQUIREMENTS	2,946,350	2,343,830	3,168,421	2,887,078	(281,343)	2,887,078
NET COUNTY COST	(260,592)	(188,524)	19,932		(19,932)	0
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	3.0	4.0	1.0	4.0
Funded FTE	5.0	5.0	4.3	4.0	(0.3)	4.0

Public Safety Communications (1240B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,493,801	2,507,035	2,926,117	2,617,439	(308,678)	2,617,439
Charges for Services	3,019,036	3,184,948	3,617,036	3,671,864	54,828	3,671,864
Interfund Revenue	59,620	20,514	21,402	22,979	1,577	22,979
Miscellaneous Revenue	139,593	142,985	117,500	119,000	1,500	119,000
Total Revenue	5,712,051	5,855,482	6,682,055	6,431,282	(250,773)	6,431,282
Fund Balance				223,969	223,969	223,969
TOTAL SOURCES	5,712,051	5,855,482	6,682,055	6,655,251	(26,804)	6,655,251
REQUIREMENTS						
Salaries and Benefits	6,137,487	6,001,841	7,138,540	7,419,825	281,285	7,667,647
Services and Supplies	239,617	312,124	424,946	388,432	(36,514)	388,432
Other Charges	376,234	371,043	449,736	434,793	(14,943)	434,793
Fixed Assets		9,412	390,000	8,000	(382,000)	8,000
Gross Appropriations	6,753,338	6,694,419	8,403,222	8,251,050	(152,172)	8,498,872
Intrafund Transfers	(148,747)	(156,765)	(158,793)	(149,657)	9,136	(149,657)
Net Appropriations	6,604,591	6,537,654	8,244,429	8,101,393	(143,036)	8,349,215
Contingencies/Dept Reserves				223,969	223,969	223,969
TOTAL REQUIREMENTS	6,604,591	6,537,654	8,244,429	8,325,362	80,933	8,573,184
NET COUNTY COST	892,541	682,172	1,562,374	1,670,111	107,737	1,917,933
AUTHORIZED POSITIONS						
Salary Resolution	57.0	56.0	58.0	58.0		58.0
Funded FTE	55.0	53.6	55.7	56.0	0.3	56.0

Environmental Services Administration (3500B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Interfund Revenue		427				
Miscellaneous Revenue	406	242	200		(200)	
Total Revenue	406	669	200		(200)	
Fund Balance	23,340	11,757	19,492		(19,492)	
TOTAL SOURCES	23,746	12,426	19,692		(19,692)	
REQUIREMENTS						
Salaries and Benefits	428,617	459,153	413,518		(413,518)	
Services and Supplies	12,049	53,122	22,551		(22,551)	
Other Charges	17,098	18,118	17,943		(17,943)	
Gross Appropriations	457,763	530,392	454,012		(454,012)	
Intrafund Transfers	(63,466)	(135,209)	(98,446)		98,446	
Net Appropriations	394,297	395,183	355,566		(355,566)	
Contingencies/Dept Reserves	10,546	8,434	8,434		(8,434)	
TOTAL REQUIREMENTS	404,843	403,617	364,000		(364,000)	
NET COUNTY COST	381,097	391,192	344,308		(344,308)	
AUTHORIZED POSITIONS						
Salary Resolution	3.0	3.0				
Funded FTE	2.7	2.7	1.3		(1.3)	

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	4,582,046	4,463,829	4,633,907	4,640,912	7,005	4,692,912
Use of Money and Property	105,834	51,427	32,000	32,000		32,000
Intergovernmental Revenues	319,095	47,541	39,748	39,748		39,748
Charges for Services	145,974	125,014	145,000	345,000	200,000	145,000
Interfund Revenue		286,140	736,279	900,000	163,721	1,232,719
Miscellaneous Revenue	117,291	64,774	46,683	49,000	2,317	49,000
Total Revenue	5,270,240	5,038,727	5,633,617	6,006,660	373,043	6,191,379
Fund Balance	1,513,956	306,453	166,507		(166,507)	180,814
TOTAL SOURCES	6,784,196	5,345,180	5,800,124	6,006,660	206,536	6,372,193
REQUIREMENTS						
Services and Supplies	6,377,744	5,178,673	5,800,124	5,825,846	25,722	6,029,751
Other Charges	100,000					
Net Appropriations	6,477,744	5,178,673	5,800,124	5,825,846	25,722	6,029,751
Non-General Fund Reserves	306,453	166,507		180,814	180,814	342,442
TOTAL REQUIREMENTS	6,784,197	5,345,180	5,800,124	6,006,660	206,536	6,372,193

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	1,597,988	1,692,454	1,827,627	1,967,657	140,030	2,067,657
Use of Money and Property	42,118	35,827	35,000	35,000		35,000
Intergovernmental Revenues	13,965	14,380	14,000	14,000		14,000
Charges for Services	92,183	92,183	93,000	93,000		93,000
Miscellaneous Revenue	20,455					
Total Revenue	1,766,708	1,834,843	1,969,627	2,109,657	140,030	2,209,657
Fund Balance	1,228,283	1,546,906	844,343	820,717	(23,626)	872,514
TOTAL SOURCES	2,994,991	3,381,749	2,813,970	2,930,374	116,404	3,082,171
REQUIREMENTS						
Services and Supplies	1,230,860	2,537,385	1,993,100	2,032,667	39,567	2,076,000
Other Charges	26	22	153	193	40	193
Fixed Assets	217,199			25,000	25,000	
Net Appropriations	1,448,085	2,537,407	1,993,253	2,057,860	64,607	2,076,193
Non-General Fund Reserves	1,546,906	844,343	820,717	872,514	51,797	1,005,978
TOTAL REQUIREMENTS	2,994,991	3,381,750	2,813,970	2,930,374	116,404	3,082,171

Local Agency Formation Commission (3570B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	100,070	126,886	153,560	205,220	51,660	209,322
Charges for Services	26,749	5,665	20,000	25,000	5,000	25,000
Interfund Revenue			6,502	160	(6,342)	160
Total Revenue	126,819	132,551	180,062	230,380	50,318	234,482
Fund Balance	56,586	(38,924)	6,335	4,595	(1,740)	4,595
TOTAL SOURCES	183,405	93,627	186,397	234,975	48,578	239,077
REQUIREMENTS						
Salaries and Benefits	138,293	150,289	176,089	188,672	12,583	194,825
Services and Supplies	11,744	12,238	46,019	88,170	42,151	88,170
Other Charges	72,292	38,597	41,069	51,789	10,720	51,789
Gross Appropriations	222,330	201,124	263,177	328,631	65,454	334,784
Intrafund Transfers		(113,832)	(76,780)	(102,611)	(25,831)	(104,662)
Net Appropriations	222,330	87,292	186,397	226,020	39,623	230,122
Contingencies/Dept Reserves	(38,924)	6,335		8,955	8,955	8,955
TOTAL REQUIREMENTS	183,406	93,627	186,397	234,975	48,578	239,077
AUTHORIZED POSITIONS						
Salary Resolution	1.0	1.0	1.0	1.0		1.0
Funded FTE	1.0	1.0	1.0	1.0		1.0

Fire Protection Services (3580B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Interfund Revenue	6,347,077	5,178,673	5,800,122	5,825,846	25,724	6,029,751
Total Revenue	6,347,077	5,178,673	5,800,122	5,825,846	25,724	6,029,751
Fund Balance		1,404,259	504,153		(504,153)	
TOTAL SOURCES	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751
REQUIREMENTS						
Salaries and Benefits			1,552	1,552		1,552
Services and Supplies	4,595,919	6,416,183	6,047,172	5,577,994	(469,178)	5,781,899
Other Charges	240,361	166,748	200,551	196,300	(4,251)	196,300
Fixed Assets	106,538		55,000	50,000	(5,000)	50,000
Net Appropriations	4,942,818	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751
Contingencies/Dept Reserves	1,404,259					
TOTAL REQUIREMENTS	6,347,077	6,582,932	6,304,275	5,825,846	(478,429)	6,029,751

County Library (3700B)
County Library Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	13,750,057	14,858,140	14,114,161	15,034,524	920,363	15,011,164
Use of Money and Property	159,678	253,502	153,500	208,817	55,317	208,816
Intergovernmental Revenues	717,597	553,480	576,800	627,464	50,664	615,785
Charges for Services	727,897	623,886	702,000	608,000	(94,000)	458,000
Interfund Revenue	341,234	240,565	138,242	145,570	7,328	145,570
Miscellaneous Revenue	539,581	686,217	435,269	337,835	(97,434)	337,835
Total Revenue	16,236,044	17,215,791	16,119,972	16,962,210	842,238	16,777,170
Fund Balance	5,944,200	6,889,524	7,888,800	7,656,413	(232,387)	7,656,413
TOTAL SOURCES	22,180,244	24,105,315	24,008,772	24,618,623	609,851	24,433,583

REQUIREMENTS

Salaries and Benefits	9,521,823	9,829,547	11,090,839	11,589,839	499,000	12,054,329
Services and Supplies	4,638,543	5,217,045	14,470,121	14,470,114	(7)	12,592,255
Other Charges	1,055,484	999,060	1,213,966	1,258,192	44,226	1,258,312
Fixed Assets	74,870	170,863	725,000	490,000	(235,000)	150,000
Gross Appropriations	15,290,720	16,216,515	27,499,926	27,808,145	308,219	26,054,896
Intrafund Transfers			(9,069,102)	(8,916,060)	153,042	(8,453,881)
Net Appropriations	15,290,720	16,216,515	18,430,824	18,892,085	461,261	17,601,015
Contingencies/Dept Reserves	6,669,524	7,300,000	4,727,948	4,776,238	48,290	5,742,268
Non-General Fund Reserves	220,000	588,800	850,000	950,300	100,300	1,090,300
TOTAL REQUIREMENTS	22,180,244	24,105,315	24,008,772	24,618,623	609,851	24,433,583

AUTHORIZED POSITIONS

Salary Resolution	124.0	128.0	128.0	128.0		128.0
Funded FTE	108.2	111.7	111.5	112.8	1.3	112.8

Planning and Building (3800B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	3,475,170	4,239,539	3,302,595	3,485,741	183,146	3,485,741
Fines, Forfeitures and Penalties	54,026	44,230	40,000	20,000	(20,000)	20,000
Intergovernmental Revenues	57,909	57,909	57,909	57,909		57,909
Charges for Services	2,687,563	2,336,200	2,288,356	2,295,099	6,743	2,295,099
Interfund Revenue	152,431	302,143	324,385	94,700	(229,685)	94,700
Miscellaneous Revenue	486,287	359,893	704,994	312,909	(392,085)	122,314
Total Revenue	6,913,386	7,339,915	6,718,239	6,266,358	(451,881)	6,075,763
Fund Balance	618,172	2,360,294	4,303,422	4,605,394	301,972	4,605,394
TOTAL SOURCES	7,531,558	9,700,209	11,021,661	10,871,752	(149,909)	10,681,157
REQUIREMENTS						
Salaries and Benefits	4,262,323	4,816,568	6,019,781	6,303,524	283,743	6,567,887
Services and Supplies	2,938,637	3,362,159	5,100,423	5,002,431	(97,992)	4,643,713
Other Charges	554,490	686,706	892,959	929,325	36,366	929,325
Other Financing Uses		1,114	800,000		(800,000)	
Gross Appropriations	7,755,451	8,866,547	12,813,163	12,235,280	(577,883)	12,140,925
Intrafund Transfers	(2,115,431)	(2,400,135)	(3,130,906)	(2,990,846)	140,060	(2,990,846)
Net Appropriations	5,640,020	6,466,412	9,682,257	9,244,434	(437,823)	9,150,079
Contingencies/Dept Reserves	618,172	1,765,694	3,604,573	3,776,140	171,567	3,730,770
TOTAL REQUIREMENTS	6,258,192	8,232,106	13,286,830	13,020,574	(266,256)	12,880,849
NET COUNTY COST	(1,273,366)	(1,468,103)	2,265,169	2,148,822	(116,347)	2,199,692
AUTHORIZED POSITIONS						
Salary Resolution	45.0	54.0	55.0	55.0		55.0
Funded FTE	44.8	53.8	54.2	54.7	0.5	54.7

Administration and Support (3810P)

General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	57,909					
Interfund Revenue	30,667	31,595	32,481		(32,481)	
Miscellaneous Revenue	1,373	13,789				
Total Revenue	89,949	45,384	32,481		(32,481)	
Fund Balance	618,172	2,119,294	3,729,573	4,201,140	471,567	4,201,140
TOTAL SOURCES	708,121	2,164,678	3,762,054	4,201,140	439,086	4,201,140
REQUIREMENTS						
Salaries and Benefits	1,123,774	1,251,697	1,309,507	1,442,775	133,268	1,499,487
Services and Supplies	338,029	406,855	678,814	985,933	307,119	985,933
Other Charges	465,334	548,128	711,238	788,037	76,799	788,037
Other Financing Uses		1,114	800,000		(800,000)	
Gross Appropriations	1,927,137	2,207,794	3,499,559	3,216,745	(282,814)	3,273,457
Intrafund Transfers	(2,115,431)	(2,400,135)	(3,130,906)	(2,565,846)	565,060	(2,565,846)
Net Appropriations	(188,294)	(192,341)	368,653	650,899	282,246	707,611
Contingencies/Dept Reserves	618,172	1,765,694	3,604,573	3,776,140	171,567	3,730,770
TOTAL REQUIREMENTS	429,878	1,573,353	3,973,226	4,427,039	453,813	4,438,381
NET COUNTY COST	(278,243)	(591,325)	211,172	225,899	14,727	237,241
AUTHORIZED POSITIONS						
Salary Resolution	13.0	13.0	14.0	14.0		14.0
Funded FTE	12.9	12.8	13.3	14.0	0.7	14.0

Long Range Planning Services (3830P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Interfund Revenue	121,764	270,548	291,904	94,700	(197,204)	94,700
Miscellaneous Revenue	366,811	248,999	229,557	96,200	(133,357)	96,200
Total Revenue	488,575	519,547	521,461	190,900	(330,561)	190,900
Fund Balance			447,187	404,254	(42,933)	404,254
TOTAL SOURCES	488,575	519,547	968,648	595,154	(373,494)	595,154
REQUIREMENTS						
Salaries and Benefits	665,247	719,807	1,007,724	1,041,737	34,013	1,081,265
Services and Supplies	380,991	539,905	985,799	1,042,149	56,350	1,042,149
Other Charges	2,745	5,007	17,895	10,000	(7,895)	10,000
Gross Appropriations	1,048,983	1,264,718	2,011,418	2,093,886	82,468	2,133,414
Intrafund Transfers				(425,000)	(425,000)	(425,000)
TOTAL REQUIREMENTS	1,048,983	1,264,718	2,011,418	1,668,886	(342,532)	1,708,414
NET COUNTY COST	560,408	745,172	1,042,770	1,073,732	30,962	1,113,260
AUTHORIZED POSITIONS						
Salary Resolution	5.0	8.0	8.0	8.0		8.0
Funded FTE	5.0	8.0	8.0	8.0		8.0

Development Review Services (3840P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	3,475,170	4,239,539	3,302,595	3,485,741	183,146	3,485,741
Fines, Forfeitures and Penalties	54,026	44,230	40,000	20,000	(20,000)	20,000
Intergovernmental Revenues		57,909	57,909	57,909		57,909
Charges for Services	2,687,563	2,336,200	2,288,356	2,295,099	6,743	2,295,099
Miscellaneous Revenue	118,103	97,106	475,437	216,709	(258,728)	26,114
Total Revenue	6,334,862	6,774,984	6,164,297	6,075,458	(88,839)	5,884,863
Fund Balance		241,000	126,662		(126,662)	
TOTAL SOURCES	6,334,862	7,015,984	6,290,959	6,075,458	(215,501)	5,884,863
REQUIREMENTS						
Salaries and Benefits	2,473,303	2,845,064	3,702,550	3,819,012	116,462	3,987,135
Services and Supplies	2,219,617	2,415,400	3,435,810	2,974,349	(461,461)	2,615,631
Other Charges	86,412	133,571	163,826	131,288	(32,538)	131,288
TOTAL REQUIREMENTS	4,779,331	5,394,034	7,302,186	6,924,649	(377,537)	6,734,054
NET COUNTY COST	(1,555,531)	(1,621,950)	1,011,227	849,191	(162,036)	849,191
AUTHORIZED POSITIONS						
Salary Resolution	27.0	33.0	33.0	33.0		33.0
Funded FTE	26.9	33.0	33.0	32.8	(0.2)	32.8

Parks Department (3900B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	7,419	7,295	6,000	6,000		6,000
Use of Money and Property	89,509	91,775	87,061	80,872	(6,189)	85,872
Charges for Services	1,129,897	1,164,654	1,266,776	1,250,633	(16,143)	1,252,633
Interfund Revenue	136,334	191,822	288,867	304,867	16,000	324,867
Miscellaneous Revenue	67,645	86,460	28,970	28,970		28,970
Total Revenue	1,430,802	1,542,007	1,677,674	1,671,342	(6,332)	1,698,342
Fund Balance	448,084	363,794	283,128	412,497	129,369	438,088
TOTAL SOURCES	1,878,886	1,905,801	1,960,802	2,083,839	123,037	2,136,430
REQUIREMENTS						
Salaries and Benefits	5,002,929	5,373,446	5,974,539	6,338,285	363,746	6,579,930
Services and Supplies	828,974	942,147	899,846	987,512	87,666	1,010,512
Other Charges	807,809	1,017,593	957,958	983,026	25,068	1,003,617
Fixed Assets	31,330	8,557		20,000	20,000	20,000
Other Financing Uses			50,000	50,000		
Gross Appropriations	6,671,043	7,341,744	7,882,343	8,378,823	496,480	8,614,059
Intrafund Transfers			(54,997)	(239,997)	(185,000)	(114,997)
Net Appropriations	6,671,043	7,341,744	7,827,346	8,138,826	311,480	8,499,062
Contingencies/Dept Reserves	138,031	150,031	152,060	312,060	160,000	241,060
TOTAL REQUIREMENTS	6,809,074	7,491,775	7,979,406	8,450,886	471,480	8,740,122
NET COUNTY COST	4,930,187	5,585,974	6,018,604	6,367,047	348,443	6,603,692
AUTHORIZED POSITIONS						
Salary Resolution	55.0	55.0	56.0	56.0		56.0
Funded FTE	54.8	54.8	55.9	56.0	0.1	56.0

Administration and Support (3910P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	7,419	7,295	6,000	6,000		6,000
Use of Money and Property	41,254	42,940	38,996	38,996		43,996
Charges for Services	17,915	21,404	16,160	16,160		18,160
Interfund Revenue	66,393	73,027	130,883	146,883	16,000	156,883
Miscellaneous Revenue	337	320	500	500		500
Total Revenue	133,317	144,985	192,539	208,539	16,000	225,539
Fund Balance	155,378	147,564	283,128	412,497	129,369	438,088
TOTAL SOURCES	288,695	292,549	475,667	621,036	145,369	663,627
REQUIREMENTS						
Salaries and Benefits	447,245	563,848	814,167	939,194	125,027	970,920
Services and Supplies	107,008	161,061	130,360	137,360	7,000	152,360
Other Charges	250,675	279,383	184,210	209,518	25,308	225,109
Other Financing Uses			50,000	50,000		
Gross Appropriations	804,928	1,004,292	1,178,737	1,336,072	157,335	1,348,389
Intrafund Transfers			(54,997)	(179,997)	(125,000)	(54,997)
Net Appropriations	804,928	1,004,292	1,123,740	1,156,075	32,335	1,293,392
Contingencies/Dept Reserves	60,328	60,328	152,060	312,060	160,000	241,060
TOTAL REQUIREMENTS	865,256	1,064,620	1,275,800	1,468,135	192,335	1,534,452
NET COUNTY COST	576,561	772,071	800,133	847,099	46,966	870,825
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	7.0	7.0		7.0
Funded FTE	5.0	5.0	6.7	7.0	0.3	7.0

Operations and Maintenance (3930P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	48,255	48,836	48,065	41,876	(6,189)	41,876
Charges for Services	1,111,982	1,143,250	1,250,616	1,234,473	(16,143)	1,234,473
Interfund Revenue	69,940	118,795	157,984	157,984		167,984
Miscellaneous Revenue	67,308	86,141	28,470	28,470		28,470
Total Revenue	1,297,485	1,397,022	1,485,135	1,462,803	(22,332)	1,472,803
Fund Balance	292,706	216,230				
TOTAL SOURCES	1,590,191	1,613,252	1,485,135	1,462,803	(22,332)	1,472,803
REQUIREMENTS						
Salaries and Benefits	4,555,685	4,809,598	5,160,372	5,399,091	238,719	5,609,010
Services and Supplies	721,966	781,086	769,486	850,152	80,666	858,152
Other Charges	557,134	738,211	773,748	773,508	(240)	778,508
Fixed Assets	31,330	8,557		20,000	20,000	20,000
Gross Appropriations	5,866,115	6,337,452	6,703,606	7,042,751	339,145	7,265,670
Intrafund Transfers				(60,000)	(60,000)	(60,000)
Net Appropriations	5,866,115	6,337,452	6,703,606	6,982,751	279,145	7,205,670
Contingencies/Dept Reserves	77,703	89,703				
TOTAL REQUIREMENTS	5,943,818	6,427,155	6,703,606	6,982,751	279,145	7,205,670
NET COUNTY COST	4,353,627	4,813,903	5,218,471	5,519,948	301,477	5,732,867
AUTHORIZED POSITIONS						
Salary Resolution	50.0	50.0	49.0	49.0		49.0
Funded FTE	49.8	49.8	49.2	49.0	(0.2)	49.0

Fish and Game (3950B)
Fish and Game Propagation Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	8,433	5,255	4,500	5,500	1,000	5,500
Use of Money and Property	2,396	2,963	2,000	3,000	1,000	3,000
Total Revenue	10,830	8,217	6,500	8,500	2,000	8,500
Fund Balance	77,863	82,489	80,309	66,809	(13,500)	66,809
TOTAL SOURCES	88,693	90,706	86,809	75,309	(11,500)	75,309
REQUIREMENTS						
Services and Supplies	6,203	10,398	20,000	20,000		20,000
Net Appropriations	6,203	10,398	20,000	20,000		20,000
Contingencies/Dept Reserves				(11,500)	(11,500)	(11,500)
Non-General Fund Reserves	82,489	80,309	66,809	66,809		66,809
TOTAL REQUIREMENTS	88,692	90,707	86,809	75,309	(11,500)	75,309

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	8,996	10,555	7,500	7,500		7,500
Intergovernmental Revenues	12,629					
Total Revenue	21,625	10,555	7,500	7,500		7,500
Fund Balance	297,687	297,843	241,749	241,749		241,749
TOTAL SOURCES	319,312	308,398	249,249	249,249		249,249
REQUIREMENTS						
Services and Supplies	21,469	66,649	68,350	68,350		68,350
Net Appropriations	21,469	66,649	68,350	68,350		68,350
Non-General Fund Reserves	297,843	241,749	180,899	180,899		180,899
TOTAL REQUIREMENTS	319,312	308,398	249,249	249,249		249,249

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	64,743	100,004	60,000	60,000		60,000
Intergovernmental Revenues	1,528,229	2,770,400	3,028,905	3,028,905		3,028,905
Charges for Services		25				
Interfund Revenue		62,185		240,000	240,000	240,000
Miscellaneous Revenue	288,124	278,856	1,720,324	1,720,324		1,720,324
Total Revenue	1,881,096	3,211,470	4,809,229	5,049,229	240,000	5,049,229
Fund Balance	3,187,300	2,698,832	4,068,264	4,068,264		4,068,264
TOTAL SOURCES	5,068,396	5,910,302	8,877,493	9,117,493	240,000	9,117,493
REQUIREMENTS						
Services and Supplies	68,011	4,011	525,000	525,000		525,000
Fixed Assets	1,878,558	458,239	3,205,128	8,506,031	5,300,903	8,266,031
Other Financing Uses	422,997	1,379,787	5,044,903		(5,044,903)	
Gross Appropriations	2,369,565	1,842,037	8,775,031	9,031,031	256,000	8,791,031
Intrafund Transfers				(16,000)	(16,000)	224,000
Net Appropriations	2,369,565	1,842,037	8,775,031	9,015,031	240,000	9,015,031
Non-General Fund Reserves	2,698,832	4,068,264	102,462	102,462		102,462
TOTAL REQUIREMENTS	5,068,397	5,910,301	8,877,493	9,117,493	240,000	9,117,493

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	53,822	69,518	47,500	47,500		47,500
Intergovernmental Revenues				1,947,500	1,947,500	817,602
Charges for Services	1,075,429	1,163,302	1,130,317	1,169,945	39,628	1,187,492
Miscellaneous Revenue	490	466	1,200	1,200		1,200
Other Financing Sources	9					
Total Revenue	1,129,749	1,233,285	1,179,017	3,166,145	1,987,128	2,053,794
Fund Balance	1,339,076	1,457,224	1,261,577	291,712	(969,865)	196,624
TOTAL SOURCES	2,468,825	2,690,509	2,440,594	3,457,857	1,017,263	2,250,418
REQUIREMENTS						
Salaries and Benefits	441,978	519,734	533,277	572,391	39,114	589,938
Services and Supplies	172,795	226,765	247,195	254,321	7,126	236,774
Other Charges	496,097	485,807	226,687	226,798	111	226,798
Fixed Assets	27,185	59,023				
Other Financing Uses			995,000	2,061,000	1,066,000	948,649
Gross Appropriations	1,138,055	1,291,329	2,002,159	3,114,510	1,112,351	2,002,159
Intrafund Transfers	110,127	137,604	146,723	146,723		146,723
Net Appropriations	1,248,182	1,428,933	2,148,882	3,261,233	1,112,351	2,148,882
Non-General Fund Reserves	1,220,643	1,261,577	291,712	196,624	(95,088)	101,536
TOTAL REQUIREMENTS	2,468,825	2,690,510	2,440,594	3,457,857	1,017,263	2,250,418
AUTHORIZED POSITIONS						
Salary Resolution	5.0	5.0	5.0	5.0		5.0
Funded FTE	5.0	5.0	5.0	5.0		5.0

Administrative Services (4510P)

General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		205,000	262,000	262,000		262,000
Charges for Services		422				
Interfund Revenue	3,621,700	3,943,344	4,992,512	4,817,943	(174,569)	4,885,754
Miscellaneous Revenue	38,875	43,872				
Other Financing Sources	37,165	35,000	35,000	35,000		35,000
Total Revenue	3,697,739	4,227,637	5,289,512	5,114,943	(174,569)	5,182,754
Fund Balance	85,338	11,341	8,507		(8,507)	
TOTAL SOURCES	3,783,077	4,238,978	5,298,019	5,114,943	(183,076)	5,182,754
REQUIREMENTS						
Salaries and Benefits	2,518,375	2,565,900	2,947,659	3,080,924	133,265	3,209,735
Services and Supplies	634,249	1,044,932	1,058,661	854,331	(204,330)	854,331
Other Charges	1,061,803	1,270,320	1,459,698	1,371,057	(88,641)	1,371,057
Fixed Assets	109,649	52,507	76,000	61,000	(15,000)	
Gross Appropriations	4,324,077	4,933,659	5,542,018	5,367,312	(174,706)	5,435,123
Intrafund Transfers	(320,246)	(470,149)				
TOTAL REQUIREMENTS	4,003,830	4,463,510	5,542,018	5,367,312	(174,706)	5,435,123
NET COUNTY COST	220,753	224,532	243,999	252,369	8,370	252,369
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	28.0	28.0		28.0
Funded FTE	27.9	27.9	29.8	27.9	(1.9)	27.9

Engineering Services (4600P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Charges for Services	19,147	28,410	15,000	9,074	(5,926)	9,074
Interfund Revenue	4,096,232	3,304,850	4,295,224	4,901,719	606,495	5,011,391
Miscellaneous Revenue	1,465	6,984	556		(556)	
Other Financing Sources	8,071					
Total Revenue	4,124,915	3,340,243	4,310,780	4,910,793	600,013	5,020,465
Fund Balance	15,224		(263,377)		263,377	
TOTAL SOURCES	4,140,139	3,340,243	4,047,403	4,910,793	863,390	5,020,465
REQUIREMENTS						
Salaries and Benefits	3,847,056	3,112,174	3,136,218	3,937,261	801,043	4,046,933
Services and Supplies	418,777	390,339	464,222	499,447	35,225	499,447
Other Charges	525,656	543,663	537,661	570,709	33,048	570,709
Fixed Assets	9,639					
Gross Appropriations	4,801,128	4,046,176	4,138,101	5,007,417	869,316	5,117,089
Intrafund Transfers	(585,516)	(351,858)				
TOTAL REQUIREMENTS	4,215,613	3,694,318	4,138,101	5,007,417	869,316	5,117,089
NET COUNTY COST	75,474	354,075	90,698	96,624	5,926	96,624
AUTHORIZED POSITIONS						
Salary Resolution	36.0	32.0	31.0	31.0		31.0
Funded FTE	35.5	31.5	30.5	30.8	0.3	30.8

Facilities Maintenance and Operations (4730P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	407,339	459,453	426,009	424,169	(1,840)	424,169
Charges for Services	1,865	12,320	33,580	33,580		33,580
Interfund Revenue	5,579,837	5,669,486	5,031,852	6,508,109	1,476,257	6,669,923
Miscellaneous Revenue	196,474	170,182	128,600	121,600	(7,000)	121,600
Other Financing Sources	6,758					
Total Revenue	6,192,272	6,311,441	5,620,041	7,087,458	1,467,417	7,249,272
Fund Balance	2,082,480	1,136,622	(266,079)		266,079	
TOTAL SOURCES	8,274,752	7,448,063	5,353,962	7,087,458	1,733,496	7,249,272
REQUIREMENTS						
Salaries and Benefits	7,916,914	8,065,453	9,286,314	10,369,679	1,083,365	10,779,826
Services and Supplies	9,924,692	10,951,510	11,420,153	12,250,983	830,830	12,569,599
Other Charges	1,541,793	1,859,403	2,145,629	2,738,352	592,723	2,754,577
Fixed Assets	10,966		10,000		(10,000)	
Other Financing Uses	3,890,421	3,661,441	3,780,177	9,032,815	5,252,638	9,032,815
Gross Appropriations	23,284,787	24,537,807	26,642,273	34,391,829	7,749,556	35,136,817
Intrafund Transfers	(15,907,624)	(16,553,604)	(20,976,509)	(26,992,569)	(6,016,060)	(27,575,743)
Net Appropriations	7,377,162	7,984,202	5,665,764	7,399,260	1,733,496	7,561,074
Contingencies/Dept Reserves	961,904					
TOTAL REQUIREMENTS	8,339,066	7,984,202	5,665,764	7,399,260	1,733,496	7,561,074
NET COUNTY COST	64,314	536,139	311,802	311,802		311,802
AUTHORIZED POSITIONS						
Salary Resolution	94.0	99.0	106.0	108.0	2.0	108.0
Funded FTE	93.3	97.4	104.4	108.0	3.6	108.0

Road Construction and Operations (4520P) Special Revenue Funds

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	100		90,000	90,000		90,000
Use of Money and Property	238,760	283,808	218,500	203,500	(15,000)	203,500
Intergovernmental Revenues	12,643,853	15,426,121	15,109,037	14,424,140	(684,897)	14,835,378
Charges for Services	793,857	698,252	649,181	667,042	17,861	667,042
Interfund Revenue	579,363	774,383	622,100	1,577,360	955,260	1,577,360
Miscellaneous Revenue	1,226,298	1,359,477	138,000	158,000	20,000	158,000
Total Revenue	15,482,231	18,542,041	16,826,818	17,120,042	293,224	17,531,280
Fund Balance	7,392,446	5,432,486	6,624,044	6,502,740	(121,304)	6,502,740
TOTAL SOURCES	22,874,677	23,974,527	23,450,862	23,622,782	171,920	24,034,020
REQUIREMENTS						
Salaries and Benefits	5,751,125	5,972,848	6,541,024	7,346,525	805,501	7,648,091
Services and Supplies	8,758,099	8,396,784	11,658,172	11,940,888	282,716	12,050,560
Other Charges	556,189	488,198	729,336	798,039	68,703	798,039
Fixed Assets	1,327,432	1,371,009	1,570,000	1,000,000	(570,000)	1,000,000
Gross Appropriations	16,392,845	16,228,839	20,498,532	21,085,452	586,920	21,496,690
Intrafund Transfers	(1,919)	33,679	(354,945)	(354,945)		(354,945)
Net Appropriations	16,390,925	16,262,518	20,143,587	20,730,507	586,920	21,141,745
Contingencies/Dept Reserves	400,000	400,000	310,535	310,535		310,535
Non-General Fund Reserves	5,032,487	6,224,044	2,996,740	2,581,740	(415,000)	2,581,740
TOTAL REQUIREMENTS	21,823,412	22,886,562	23,450,862	23,622,782	171,920	24,034,020
NET COUNTY COST	(1,051,264)	(1,087,965)				
AUTHORIZED POSITIONS						
Salary Resolution	68.0	69.0	70.0	70.0		70.0
Funded FTE	68.0	69.0	70.0	70.0		70.0

Construction Services (4740P)
Construction Services Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	(5,995)	(13,216)				
Charges for Services	26,435	91,833	301,425	301,425		301,425
Interfund Revenue	3,569,472	3,473,510	4,435,827	4,545,327	109,500	4,670,444
Miscellaneous Revenue	55,978	117,201				
Other Financing Sources		80,000				
Total Revenue	3,645,890	3,749,328	4,737,252	4,846,752	109,500	4,971,869
Fund Balance	339,681	121,476	131,607	25,000	(106,607)	59,936
TOTAL SOURCES	3,985,571	3,870,804	4,868,859	4,871,752	2,893	5,031,805
REQUIREMENTS						
Salaries and Benefits	2,499,801	2,684,849	3,229,292	3,325,549	96,257	3,450,666
Services and Supplies	1,153,700	945,914	1,338,405	1,222,923	(115,482)	1,222,923
Other Charges	222,522	111,710	241,226	263,344	22,118	263,344
Fixed Assets		10,825				
Gross Appropriations	3,876,023	3,753,297	4,808,923	4,811,816	2,893	4,936,933
Intrafund Transfers	(11,929)	(14,100)				
Net Appropriations	3,864,094	3,739,197	4,808,923	4,811,816	2,893	4,936,933
Contingencies/Dept Reserves	121,476	131,607	59,936	59,936		59,936
Non-General Fund Reserves						34,936
TOTAL REQUIREMENTS	3,985,570	3,870,804	4,868,859	4,871,752	2,893	5,031,805
AUTHORIZED POSITIONS						
Salary Resolution	27.0	29.0	30.0	30.0		30.0
Funded FTE	26.6	28.8	30.0	29.9	(0.1)	29.9

Vehicle and Equipment Services (4760P)

ALL FUNDS

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	224,152	290,901	100,000	175,000	75,000	175,000
Intergovernmental Revenues	4,556	37,967		1,000,000	1,000,000	
Charges for Services	9,495	13,840	10,000	16,000	6,000	16,000
Interfund Revenue	5,339,223	5,782,384	4,619,896	5,173,546	553,650	5,231,256
Miscellaneous Revenue	185,998	114,044	52,200	81,700	29,500	81,700
Other Financing Sources	14		3,000	3,000		3,000
Total Revenue	5,763,437	6,239,136	4,785,096	6,449,246	1,664,150	5,506,956
Fund Balance	6,919,970	7,480,460	7,635,257	7,635,257		7,635,257
TOTAL SOURCES	12,683,407	13,719,596	12,420,353	14,084,503	1,664,150	13,142,213
REQUIREMENTS						
Salaries and Benefits	2,430,795	2,206,533	2,371,723	2,477,170	105,447	2,578,095
Services and Supplies	2,975,566	3,173,307	3,189,569	3,807,709	618,140	3,807,709
Other Charges	564,829	624,149	640,412	745,576	105,164	745,576
Fixed Assets	1,390,553	2,167,214	3,678,658	3,196,541	(482,117)	2,594,500
Gross Appropriations	7,361,743	8,171,202	9,880,362	10,226,996	346,634	9,725,880
Intrafund Transfers	(1,107,530)	(998,898)	(2,516,799)	(2,895,441)	(378,642)	(2,913,115)
Net Appropriations	6,254,213	7,172,304	7,363,563	7,331,555	(32,008)	6,812,765
Non-General Fund Reserves	7,480,460	7,635,257	5,056,790	6,752,948	1,696,158	6,329,448
TOTAL REQUIREMENTS	13,734,673	14,807,561	12,420,353	14,084,503	1,664,150	13,142,213
NET COUNTY COST						
	1,051,266	1,087,965				
AUTHORIZED POSITIONS						
Salary Resolution	26.0	25.0	24.0	24.0		24.0
Funded FTE	26.0	25.0	24.0	24.0		24.0

Waste Management (4820P)

Solid Waste Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	5,703,268	5,715,036	5,315,200	5,091,558	(223,642)	4,964,269
Use of Money and Property	344,597	433,863	300,000	300,000		170,000
Intergovernmental Revenues	207,282	112,006	9,000	17,000	8,000	17,000
Charges for Services	36,363	58,936	75,000	40,000	(35,000)	40,000
Interfund Revenue	19,762	10,297				
Miscellaneous Revenue	18,795	19,149	25,000	25,000		25,000
Total Revenue	6,330,066	6,349,287	5,724,200	5,473,558	(250,642)	5,216,269
Fund Balance	10,964,776	10,491,157	8,777,576	6,622,623	(2,154,953)	4,324,663
TOTAL SOURCES	17,294,842	16,840,444	14,501,776	12,096,181	(2,405,595)	9,540,932
REQUIREMENTS						
Salaries and Benefits	946,115	806,227	938,747	950,348	11,601	1,006,626
Services and Supplies	3,950,548	5,220,850	8,002,759	6,820,737	(1,182,022)	5,494,360
Other Charges	1,830,227	1,830,462	1,983,961	1,835,730	(148,231)	1,835,730
Fixed Assets			240,000		(240,000)	
Other Financing Uses	76,795	76,795	110,000	226,865	116,865	226,865
Gross Appropriations	6,803,684	7,934,335	11,275,467	9,833,680	(1,441,787)	8,563,581
Intrafund Transfers		128,533				
Net Appropriations	6,803,684	8,062,868	11,275,467	9,833,680	(1,441,787)	8,563,581
Contingencies/Dept Reserves	390,000	390,000	390,000	390,000		390,000
Non-General Fund Reserves	10,101,157	8,387,576	2,836,309	1,872,501	(963,808)	587,351
TOTAL REQUIREMENTS	17,294,841	16,840,444	14,501,776	12,096,181	(2,405,595)	9,540,932
AUTHORIZED POSITIONS						
Salary Resolution	10.0	10.0	8.0	8.0		8.0
Funded FTE	9.4	9.9	7.9	7.9		7.9

Transportation Services (4830P)
Half-Cent Transportation Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	1,533,526	1,102,104	1,492,258	1,361,925	(130,333)	1,369,248
Use of Money and Property	74,135	67,409	80,000		(80,000)	
Intergovernmental Revenues	148,000	118,511				
Charges for Services	686,248	626,170	600,000	892,894	292,894	917,711
Miscellaneous Revenue		1,600				
Total Revenue	2,441,909	1,915,795	2,172,258	2,254,819	82,561	2,286,959
Fund Balance	2,657,638	2,241,314	1,091,454		(1,091,454)	
TOTAL SOURCES	5,099,547	4,157,109	3,263,712	2,254,819	(1,008,893)	2,286,959
REQUIREMENTS						
Salaries and Benefits	638,506	672,325	845,012	847,132	2,120	879,272
Services and Supplies	1,278,895	1,240,636	1,110,427	1,354,983	244,556	1,354,983
Other Charges	388,052	519,535	735,493	32,704	(702,789)	32,704
Other Financing Uses	552,780	552,780	572,780	20,000	(552,780)	20,000
Gross Appropriations	2,858,233	2,985,276	3,263,712	2,254,819	(1,008,893)	2,286,959
Intrafund Transfers		80,379				
Net Appropriations	2,858,233	3,065,654	3,263,712	2,254,819	(1,008,893)	2,286,959
Non-General Fund Reserves	2,241,314	1,091,454				
TOTAL REQUIREMENTS	5,099,547	4,157,108	3,263,712	2,254,819	(1,008,893)	2,286,959
AUTHORIZED POSITIONS						
Salary Resolution	5.0	6.0	6.0	6.0		6.0
Funded FTE	4.8	6.0	6.0	6.0		6.0

Utilities Districts (4840B)
Public Works Special Districts

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	3,907,525	4,464,863	3,350,666	4,375,551	1,024,885	4,375,551
Use of Money and Property	633,538	637,370	382,904	437,904	55,000	437,904
Use of Money and Property	633,538	917,178	640,584	647,252	6,668	607,252
Intergovernmental Revenues	849,453	40,008	37,156	37,736	580	37,736
Charges for Services	5,534,842	5,874,577	5,930,006	6,081,791	151,785	6,085,066
Interfund Revenue	1,504,416	2,598,785	1,903,204	2,039,305	136,101	2,091,870
Miscellaneous Revenue	4,624,866	994,903	106,127	344,254	238,127	429,254
Other Financing Sources	1,432,696	1,754,520	1,610,000	1,560,000	(50,000)	1,560,000
Total Revenue	18,872,668	17,282,204	13,960,647	15,523,793	1,563,146	15,624,633
Fund Balance	28,133,495	27,494,831	26,311,468	26,568,312	256,844	24,284,811
TOTAL SOURCES	47,006,163	44,777,035	40,272,115	42,092,105	1,819,990	39,909,444

REQUIREMENTS

Salaries and Benefits	1,392,674	1,441,624	1,619,238	1,727,863	108,625	1,797,286
Services and Supplies	6,880,660	9,119,192	10,171,897	10,730,492	558,595	10,817,505
Other Charges	981,300	2,333,429	1,897,867	1,582,182	(315,685)	862,633
Fixed Assets	8,230,171	2,996,485	1,600,000	1,129,000	(471,000)	500,000
Other Financing Uses	2,550,947	3,226,691	3,226,760	3,169,520	(57,240)	3,130,563
Gross Appropriations	20,035,753	19,117,421	18,515,762	18,339,057	(176,705)	17,107,987
Intrafund Transfers	(47,956)	(772,556)	(639,160)	(652,469)	(13,309)	(693,773)
Net Appropriations	19,987,797	18,344,865	17,876,602	17,686,588	(190,014)	16,414,214
Contingencies/Dept Reserves	26,802,458	26,009,063	22,240,154	24,247,001	2,006,847	23,334,530
Non-General Fund Reserves	27,067	33,573	34,653	37,810	3,157	39,994
TOTAL REQUIREMENTS	46,817,322	44,387,501	40,151,409	41,971,399	1,819,990	39,788,738

NET COUNTY COST	(188,841)	(389,534)	(120,706)	(120,706)		(120,706)

AUTHORIZED POSITIONS

Salary Resolution	13.0	15.0	15.0	15.0		15.0
Funded FTE	13.0	15.0	15.0	15.0		15.0

Airports (4850P)
County Airports Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	15,500	15,500				
Use of Money and Property	1,863,876	1,895,534	1,921,500	2,321,500	400,000	2,321,500
Intergovernmental Revenues	1,064,444	294,436	4,322,010	4,099,598	(222,412)	
Charges for Services	29,590	45,778	40,700	40,700		40,700
Miscellaneous Revenue	37,677	37,754	24,800	24,800		24,800
Other Financing Sources				5,000,000	5,000,000	
Total Revenue	3,011,087	2,289,002	6,309,010	11,486,598	5,177,588	2,387,000
Fund Balance	2,018,090	2,441,162	2,166,696	2,166,696		2,006,241
TOTAL SOURCES	5,029,177	4,730,164	8,475,706	13,653,294	5,177,588	4,393,241
REQUIREMENTS						
Salaries and Benefits	652,661	681,712	805,178	981,430	176,252	1,034,353
Services and Supplies	435,040	500,422	663,466	696,466	33,000	696,466
Other Charges	581,964	601,220	382,909	1,109,057	726,148	1,109,057
Fixed Assets	1,200,286	818,522	4,472,784	8,860,100	4,387,316	
Gross Appropriations	2,869,951	2,601,875	6,324,337	11,647,053	5,322,716	2,839,876
Intrafund Transfers	(25,345)	(38,408)				
Net Appropriations	2,844,606	2,563,467	6,324,337	11,647,053	5,322,716	2,839,876
Non-General Fund Reserves	2,184,571	2,166,696	2,151,369	2,006,241	(145,128)	1,553,365
TOTAL REQUIREMENTS	5,029,177	4,730,163	8,475,706	13,653,294	5,177,588	4,393,241
AUTHORIZED POSITIONS						
Salary Resolution	8.0	8.0	8.0	9.0	1.0	9.0
Funded FTE	8.0	8.0	8.0	8.9	0.9	8.9

Housing and Community Development (7920P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	6,916,836	6,163,308	8,319,467	8,604,089	284,622	8,710,523
Miscellaneous Revenue	2,956,424	4,893,738	3,950,618	3,921,133	(29,485)	3,921,133
Total Revenue	9,873,260	11,057,046	12,270,085	12,525,222	255,137	12,631,656
Fund Balance		84,606	650,868	1,485,477	834,609	1,485,477
TOTAL SOURCES	9,873,260	11,141,652	12,920,953	14,010,699	1,089,746	14,117,133
REQUIREMENTS						
Salaries and Benefits	1,677,817	1,595,944	2,216,653	2,355,351	138,698	2,461,785
Services and Supplies	623,101	388,294	818,477	825,327	6,850	825,327
Other Charges	7,557,629	8,454,739	9,059,969	10,004,167	944,198	10,004,167
Other Financing Uses	20,162	20,400				
Gross Appropriations	9,878,709	10,459,377	12,095,099	13,184,845	1,089,746	13,291,279
Intrafund Transfers	(110,785)	(36,974)				
Net Appropriations	9,767,924	10,422,403	12,095,099	13,184,845	1,089,746	13,291,279
Contingencies/Dept Reserves	105,337	719,249	825,854	825,854		825,854
TOTAL REQUIREMENTS	9,873,261	11,141,652	12,920,953	14,010,699	1,089,746	14,117,133
AUTHORIZED POSITIONS						
Salary Resolution	18.0	17.0	19.0	19.0		19.0
Funded FTE	16.8	16.5	18.3	19.0	0.7	19.0

Housing Authority (7930P)
Housing Authority Fund (Information Only)

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	1,024,775	1,120,441	1,176,294	1,197,814	21,520	1,197,814
Intergovernmental Revenues	66,763,370	64,149,688	64,448,167	61,185,912	(3,262,255)	61,657,218
Interfund Revenue				350,000	350,000	
Miscellaneous Revenue	120,620	160,123	150,000	239,063	89,063	239,063
Other Financing Sources			66,431		(66,431)	
Total Revenue	67,908,765	65,430,252	65,840,892	62,972,789	(2,868,103)	63,094,095
Fund Balance	1,968,722					
TOTAL SOURCES	69,877,487	65,430,252	65,840,892	62,972,789	(2,868,103)	63,094,095
REQUIREMENTS						
Salaries and Benefits	3,858,158	3,247,848	3,813,985	4,043,545	229,560	4,164,851
Services and Supplies	1,786,182	1,970,828	1,718,225	2,028,356	310,131	2,028,356
Other Charges	64,233,147	59,294,194	60,308,682	55,856,883	(4,451,799)	55,856,883
Fixed Assets				367,644	367,644	367,644
Net Appropriations	69,877,487	64,512,870	65,840,892	62,296,428	(3,544,464)	62,417,734
Contingencies/Dept Reserves		917,382				
Non-General Fund Reserves				676,361	676,361	676,361
TOTAL REQUIREMENTS	69,877,487	65,430,252	65,840,892	62,972,789	(2,868,103)	63,094,095
AUTHORIZED POSITIONS						
Salary Resolution	61.0	61.0	47.0	46.0	(1.0)	46.0
Funded FTE	61.0	61.0	47.0	46.0	(1.0)	46.0

Health Administration (5500B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	856,506	292,289	649,727	652,798	3,071	652,798
Charges for Services		60,792	136,710	136,710		136,710
Interfund Revenue	114,327	15,668	19,568	19,568		19,568
Miscellaneous Revenue	2,201	457,892	424,496	314,310	(110,186)	314,310
Total Revenue	973,034	826,641	1,230,501	1,123,386	(107,115)	1,123,386
Fund Balance	237,176	584,275	637,356	637,356		637,356
TOTAL SOURCES	1,210,210	1,410,916	1,867,857	1,760,742	(107,115)	1,760,742
REQUIREMENTS						
Salaries and Benefits	1,969,981	1,611,058	2,221,204	2,049,380	(171,824)	2,138,151
Services and Supplies	962,802	1,034,329	1,231,758	1,095,836	(135,922)	1,095,836
Other Charges	901,887	921,713	1,064,394	1,171,267	106,873	1,171,267
Gross Appropriations	3,834,670	3,567,100	4,517,356	4,316,483	(200,873)	4,405,254
Intrafund Transfers	(2,981,095)	(2,891,586)	(2,988,843)	(3,193,097)	(204,254)	(3,281,868)
Net Appropriations	853,575	675,515	1,528,513	1,123,386	(405,127)	1,123,386
Contingencies/Dept Reserves	31,473	251,708	637,356	637,356		637,356
TOTAL REQUIREMENTS	885,048	927,223	2,165,869	1,760,742	(405,127)	1,760,742
NET COUNTY COST	(325,161)	(483,693)	298,012		(298,012)	
AUTHORIZED POSITIONS						
Salary Resolution	24.0	17.0	16.0	13.0	(3.0)	13.0
Funded FTE	24.0	16.5	15.5	13.0	(2.5)	13.0

Health Policy and Planning (5550B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues		295,484	593,426	253,227	(340,199)	253,227
Charges for Services		151,829		483,000	483,000	483,000
Interfund Revenue	29,000	29,000	29,000	29,000		29,000
Miscellaneous Revenue	5,105,048	4,893,712	5,288,309	6,097,543	809,234	6,137,124
Total Revenue	5,134,048	5,370,025	5,910,735	6,862,770	952,035	6,902,351
Fund Balance	1,554	7,373	23,851	98,557	74,706	98,557
TOTAL SOURCES	5,135,602	5,377,398	5,934,586	6,961,327	1,026,741	7,000,908
REQUIREMENTS						
Salaries and Benefits	671,565	2,180,899	2,593,592	2,693,238	99,646	2,835,233
Services and Supplies	6,839,300	8,034,856	8,691,154	10,139,344	1,448,190	10,133,542
Other Charges	53,131	125,247	148,842	143,393	(5,449)	143,393
Gross Appropriations	7,563,997	10,341,001	11,433,588	12,975,975	1,542,387	13,112,168
Intrafund Transfers	(2,295,000)	(4,105,425)	(4,412,438)	(4,418,565)	(6,127)	(4,515,177)
Net Appropriations	5,268,997	6,235,577	7,021,150	8,557,410	1,536,260	8,596,991
Contingencies/Dept Reserves	1,554	2,827	2,827	93,984	91,157	93,984
TOTAL REQUIREMENTS	5,270,551	6,238,404	7,023,977	8,651,394	1,627,417	8,690,975
NET COUNTY COST	134,949	861,006	1,089,391	1,690,067	600,676	1,690,067
AUTHORIZED POSITIONS						
Salary Resolution	2.0	30.0	28.0	27.0	(1.0)	27.0
Funded FTE	1.2	28.1	26.7	25.4	(1.3)	25.4

Emergency Medical Services GF (5600B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	6,905	7,230	5,500	5,500		5,500
Fines, Forfeitures and Penalties	170,914	249,763	478,651	749,275	270,624	778,581
Intergovernmental Revenues	62,403	430,833	934,111		(934,111)	
Miscellaneous Revenue	484,235	580,571	406,997	598,571	191,574	598,571
Total Revenue	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
TOTAL SOURCES	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
REQUIREMENTS						
Salaries and Benefits	493,284	546,236	738,653	808,720	70,067	838,026
Services and Supplies	218,914	1,191,229	1,443,870	960,473	(483,397)	960,473
Other Charges	50,461	52,192	55,933	100,332	44,399	100,332
Fixed Assets			100,000		(100,000)	
Gross Appropriations	762,659	1,789,657	2,338,456	1,869,525	(468,931)	1,898,831
Intrafund Transfers	(38,202)	(521,260)	(513,197)	(516,179)	(2,982)	(516,179)
TOTAL REQUIREMENTS	724,457	1,268,397	1,825,259	1,353,346	(471,913)	1,382,652
AUTHORIZED POSITIONS						
Salary Resolution	4.0	5.0	6.0	6.0		6.0
Funded FTE	4.0	4.5	6.0	6.0		6.0

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	1,106,231	1,114,995	1,156,000	1,868,381	712,381	1,868,381
Use of Money and Property	30,726	48,885	40,000	49,000	9,000	49,000
Intergovernmental Revenues		132,105				
Miscellaneous Revenue	369,020	459,518	334,807	334,807		334,807
Total Revenue	1,505,977	1,755,503	1,530,807	2,252,188	721,381	2,252,188
Fund Balance	882,226	1,238,619	1,524,942	1,412,186	(112,756)	1,672,539
TOTAL SOURCES	2,388,203	2,994,122	3,055,749	3,664,374	608,625	3,924,727
REQUIREMENTS						
Services and Supplies	1,149,584	1,469,180	1,643,563	1,991,835	348,272	1,991,835
Net Appropriations	1,149,584	1,469,180	1,643,563	1,991,835	348,272	1,991,835
Non-General Fund Reserves	1,238,619	1,524,942	1,412,186	1,672,539	260,353	1,932,892
TOTAL REQUIREMENTS	2,388,203	2,994,122	3,055,749	3,664,374	608,625	3,924,727

Aging and Adult Services (5700B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	83,561	73,065	80,000	80,000		80,000
Use of Money and Property	343,585	314,227	500,000	500,000		500,000
Intergovernmental Revenues	10,679,981	11,192,900	10,621,388	12,037,256	1,415,868	12,104,188
Charges for Services	1,467,545	2,147,113	2,935,901	2,959,394	23,493	2,992,893
Interfund Revenue	138,957	176,960	176,960	191,370	14,410	191,370
Miscellaneous Revenue	276,710	215,255	670,500	718,501	48,001	718,501
Other Financing Sources	33,690	34,654	40,000		(40,000)	
Total Revenue	13,024,028	14,154,174	15,024,749	16,486,521	1,461,772	16,586,952
Fund Balance	337,612	829,693	1,329,693	1,370,253	40,560	1,370,253
TOTAL SOURCES	13,361,640	14,983,867	16,354,442	17,856,774	1,502,332	17,957,205
REQUIREMENTS						
Salaries and Benefits	10,689,790	11,349,019	12,412,342	13,563,448	1,151,106	14,065,601
Services and Supplies	2,638,624	2,874,070	4,648,024	4,613,374	(34,650)	4,613,374
Other Charges	4,033,480	4,039,829	4,073,394	5,145,143	1,071,749	5,145,143
Gross Appropriations	17,361,894	18,262,919	21,133,760	23,321,965	2,188,205	23,824,118
Intrafund Transfers	(1,400,966)	(1,400,966)	(1,675,157)	(1,923,559)	(248,402)	(1,923,559)
Net Appropriations	15,960,928	16,861,953	19,458,603	21,398,406	1,939,803	21,900,559
Contingencies/Dept Reserves		492,081	992,081	1,032,641	40,560	1,032,641
TOTAL REQUIREMENTS	15,960,928	17,354,034	20,450,684	22,431,047	1,980,363	22,933,200
NET COUNTY COST	2,599,287	2,370,167	4,096,242	4,574,273	478,031	4,975,995
AUTHORIZED POSITIONS						
Salary Resolution	118.0	118.0	122.0	124.0	2.0	124.0
Funded FTE	118.2	118.0	120.3	123.7	3.3	123.7

Conservatorship Program (5700P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	343,585	314,227	500,000	500,000		500,000
Intergovernmental Revenues	99,355	(93,454)				
Charges for Services	1,341,585	1,975,817	2,757,901	2,789,394	31,493	2,822,893
Interfund Revenue			62,986	69,892	6,906	69,892
Miscellaneous Revenue	254,090	158,053	473,185	479,319	6,134	479,319
Other Financing Sources	33,690	34,654	40,000		(40,000)	
TOTAL SOURCES	2,072,305	2,389,297	3,834,072	3,838,605	4,533	3,872,104
REQUIREMENTS						
Salaries and Benefits	3,806,637	3,860,617	4,127,429	4,489,658	362,229	4,657,159
Services and Supplies	1,042,831	1,221,705	2,014,504	1,973,034	(41,470)	1,973,034
Other Charges	246,834	301,826	469,457	609,113	139,656	609,113
Gross Appropriations	5,096,303	5,384,148	6,611,390	7,071,805	460,415	7,239,306
Intrafund Transfers	(1,124,603)	(1,124,603)	(1,185,451)	(1,279,564)	(94,113)	(1,279,564)
TOTAL REQUIREMENTS	3,971,700	4,259,545	5,425,939	5,792,241	366,302	5,959,742
NET COUNTY COST	1,899,395	1,870,248	1,591,867	1,953,636	361,769	2,087,638
AUTHORIZED POSITIONS						
Salary Resolution	46.0	44.0	44.0	44.0		44.0
Funded FTE	46.0	44.5	43.7	44.0	0.3	44.0

Community-Based Programs (5720P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties	83,561	73,065	80,000	80,000		80,000
Intergovernmental Revenues	10,580,625	11,286,354	10,621,388	12,037,256	1,415,868	12,104,188
Charges for Services	125,960	171,295	178,000	170,000	(8,000)	170,000
Interfund Revenue	138,957	176,960	113,974	121,478	7,504	121,478
Miscellaneous Revenue	22,620	57,202	197,315	239,182	41,867	239,182
Total Revenue	10,951,723	11,764,877	11,190,677	12,647,916	1,457,239	12,714,848
Fund Balance	337,612	829,693	1,329,693	1,370,253	40,560	1,370,253
TOTAL SOURCES	11,289,335	12,594,570	12,520,370	14,018,169	1,497,799	14,085,101
REQUIREMENTS						
Salaries and Benefits	6,883,153	7,488,402	8,284,913	9,073,790	788,877	9,408,442
Services and Supplies	1,595,793	1,652,365	2,633,520	2,640,340	6,820	2,640,340
Other Charges	3,786,646	3,738,004	3,603,937	4,536,030	932,093	4,536,030
Gross Appropriations	12,265,591	12,878,770	14,522,370	16,250,160	1,727,790	16,584,812
Intrafund Transfers	(276,363)	(276,363)	(489,706)	(643,995)	(154,289)	(643,995)
Net Appropriations	11,989,228	12,602,407	14,032,664	15,606,165	1,573,501	15,940,817
Contingencies/Dept Reserves		492,081	992,081	1,032,641	40,560	1,032,641
TOTAL REQUIREMENTS	11,989,228	13,094,488	15,024,745	16,638,806	1,614,061	16,973,458
NET COUNTY COST	699,893	499,919	2,504,375	2,620,637	116,262	2,888,357
AUTHORIZED POSITIONS						
Salary Resolution	72.0	74.0	78.0	80.0	2.0	80.0
Funded FTE	72.2	73.6	76.6	79.7	3.0	79.7

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	1,778	65,993				
Intergovernmental Revenues	7,539,055	5,505,493	7,943,315	7,768,130	(175,185)	7,783,404
Interfund Revenue	4,487,523	4,619,568	4,487,523	4,487,523		4,487,523
Miscellaneous Revenue	2,037	3,179				
Total Revenue	12,030,393	10,194,233	12,430,838	12,255,653	(175,185)	12,270,927
Fund Balance	1,355,331	3,060,215	3,125,944	3,258,082	132,138	3,390,220
TOTAL SOURCES	13,385,724	13,254,448	15,556,782	15,513,735	(43,047)	15,661,147
REQUIREMENTS						
Salaries and Benefits	142,845	271,168	480,274	573,938	93,664	589,212
Services and Supplies	2,406,294	2,296,946	2,386,726	2,427,728	41,002	2,427,728
Other Charges	7,776,371	7,560,391	9,431,700	9,121,849	(309,851)	9,121,849
Net Appropriations	10,325,510	10,128,505	12,298,700	12,123,515	(175,185)	12,138,789
Non-General Fund Reserves	3,060,215	3,125,944	3,258,082	3,390,220	132,138	3,522,358
TOTAL REQUIREMENTS	13,385,725	13,254,449	15,556,782	15,513,735	(43,047)	15,661,147

Environmental Health Services (5900B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	847,539	852,502	825,143	916,939	91,796	955,969
Fines, Forfeitures and Penalties	91,753	102,033	97,290	110,000	12,710	119,000
Intergovernmental Revenues	1,398,855	1,667,364	2,329,914	1,560,204	(769,710)	1,560,204
Charges for Services	6,905,077	7,535,384	7,361,279	7,761,772	400,493	7,903,629
Miscellaneous Revenue	363,748	265,101	274,389	275,000	611	293,000
Other Financing Sources	76,795	76,795	76,795	76,795		76,795
Total Revenue	9,683,767	10,499,180	10,964,810	10,700,710	(264,100)	10,908,597
Fund Balance	922,516	1,193,696	2,272,488	2,285,236	12,748	2,285,236
TOTAL SOURCES	10,606,283	11,692,876	13,237,298	12,985,946	(251,352)	13,193,833
REQUIREMENTS						
Salaries and Benefits	7,513,365	7,690,426	8,505,232	9,063,057	557,825	9,353,690
Services and Supplies	1,740,540	1,870,398	2,790,459	2,154,196	(636,263)	2,267,261
Other Charges	541,234	515,901	694,320	647,579	(46,741)	647,579
Fixed Assets	28,497			80,000	80,000	
Other Financing Uses	180,857	80,000	54,397		(54,397)	
Gross Appropriations	10,004,492	10,156,725	12,044,408	11,944,832	(99,576)	12,268,530
Intrafund Transfers	(394)					
Net Appropriations	10,004,098	10,156,725	12,044,408	11,944,832	(99,576)	12,268,530
Contingencies/Dept Reserves	706,624	990,727	1,961,739	2,056,317	94,578	2,016,236
TOTAL REQUIREMENTS	10,710,722	11,147,452	14,006,147	14,001,149	(4,998)	14,284,766
NET COUNTY COST	104,440	(545,424)	768,849	1,015,203	246,354	1,090,933
AUTHORIZED POSITIONS						
Salary Resolution	75.0	75.0	76.0	77.0	1.0	77.0
Funded FTE	74.8	74.2	75.5	76.6	1.2	76.6

Mental Health Services (6100B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	46,854,302	50,418,870	57,630,827	58,034,136	403,309	58,034,136
Charges for Services	23,421,079	22,886,607	26,383,491	29,920,581	3,537,090	30,202,677
Interfund Revenue	(182)	550				
Miscellaneous Revenue	213,091	185,636	193,637	244,500	50,863	244,500
Other Financing Sources	35,611	28,002				
Total Revenue	70,523,902	73,519,666	84,207,955	88,199,217	3,991,262	88,481,313
Fund Balance	5,406,721	6,092,564	7,015,420	6,788,863	(226,557)	6,788,863
TOTAL SOURCES	75,930,623	79,612,230	91,223,375	94,988,080	3,764,705	95,270,176
REQUIREMENTS						
Salaries and Benefits	27,355,874	29,314,758	36,366,668	40,189,415	3,822,747	41,599,897
Services and Supplies	39,306,787	41,348,367	47,467,565	46,263,002	(1,204,563)	46,263,002
Other Charges	14,172,673	13,231,080	14,977,252	17,821,083	2,843,831	17,821,083
Gross Appropriations	80,835,334	83,894,205	98,811,485	104,273,500	5,462,015	105,683,982
Intrafund Transfers	(1,642,572)	(1,460,137)	(1,945,027)	(2,445,027)	(500,000)	(2,445,027)
Net Appropriations	79,192,763	82,434,068	96,866,458	101,828,473	4,962,015	103,238,955
Contingencies/Dept Reserves	5,406,721	6,092,564	5,900,123	6,788,863	888,740	6,788,863
TOTAL REQUIREMENTS	84,599,484	88,526,632	102,766,581	108,617,336	5,850,755	110,027,818
NET COUNTY COST	8,668,861	8,914,402	11,543,206	13,629,256	2,086,050	14,757,642
AUTHORIZED POSITIONS						
Salary Resolution	303.0	325.0	366.0	376.0	10.0	376.0
Funded FTE	280.9	295.1	334.1	354.0	19.9	354.0

Mental Health Administration (6110P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	4,903,449	4,846,285	5,424,825	6,155,298	730,473	6,155,298
Charges for Services	1,942,805	12,956,852	4,731,707	5,389,577	657,870	5,426,092
Interfund Revenue	(182)					
Miscellaneous Revenue	45,364	26,171	98,032	101,525	3,493	101,525
Other Financing Sources	35,611	28,002				
Total Revenue	6,927,047	17,857,310	10,254,564	11,646,400	1,391,836	11,682,915
Fund Balance	5,406,721	6,092,564	7,015,420	6,788,863	(226,557)	6,788,863
TOTAL SOURCES	12,333,768	23,949,874	17,269,984	18,435,263	1,165,279	18,471,778
REQUIREMENTS						
Salaries and Benefits	3,446,943	3,947,915	4,953,222	5,630,341	677,119	5,812,916
Services and Supplies	2,705,090	2,957,567	5,773,712	4,243,000	(1,530,712)	4,243,000
Other Charges	1,018,470	852,173	1,420,326	3,231,104	1,810,778	3,231,104
Net Appropriations	7,170,503	7,757,655	12,147,260	13,104,445	957,185	13,287,020
Contingencies/Dept Reserves	5,406,721	6,092,564	5,900,123	6,788,863	888,740	6,788,863
TOTAL REQUIREMENTS	12,577,224	13,850,219	18,047,383	19,893,308	1,845,925	20,075,883
NET COUNTY COST	243,456	(10,099,656)	777,399	1,458,045	680,646	1,604,105
AUTHORIZED POSITIONS						
Salary Resolution	31.0	39.0	46.0	50.0	4.0	50.0
Funded FTE	30.1	36.2	42.2	47.1	4.9	47.1

Mental Health Youth Services (6130P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	9,120,026	15,891,860	15,437,164	15,163,429	(273,735)	15,163,429
Charges for Services	3,242,750	894,313	5,016,871	5,544,452	527,581	5,687,935
Interfund Revenue		550				
Miscellaneous Revenue	61,722	96,305	41,189	61,775	20,586	61,775
TOTAL SOURCES	12,424,499	16,883,028	20,495,224	20,769,656	274,432	20,913,139
REQUIREMENTS						
Salaries and Benefits	11,735,560	12,605,295	16,253,260	17,544,686	1,291,426	18,262,103
Services and Supplies	3,502,491	3,848,708	8,236,668	8,009,530	(227,138)	8,009,530
Other Charges	1,863,504	1,678,019	1,649,235	2,121,309	472,074	2,121,309
Gross Appropriations	17,101,554	18,132,022	26,139,163	27,675,525	1,536,362	28,392,942
Intrafund Transfers	(1,512,572)	(1,323,586)	(1,445,067)	(1,945,067)	(500,000)	(1,945,067)
TOTAL REQUIREMENTS	15,588,982	16,808,435	24,694,096	25,730,458	1,036,362	26,447,875
NET COUNTY COST	3,164,484	(74,593)	4,198,872	4,960,802	761,930	5,534,736
AUTHORIZED POSITIONS						
Salary Resolution	143.0	159.0	168.0	167.0	(1.0)	167.0
Funded FTE	132.3	143.3	156.3	159.9	3.6	159.9

Mental Health Adult Services (6140P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	32,830,827	29,680,725	36,768,838	36,715,409	(53,429)	36,715,409
Charges for Services	18,235,524	9,035,442	16,634,913	18,986,552	2,351,639	19,088,650
Miscellaneous Revenue	106,005	63,160	54,416	81,200	26,784	81,200
TOTAL SOURCES	51,172,356	38,779,327	53,458,167	55,783,161	2,324,994	55,885,259
REQUIREMENTS						
Salaries and Benefits	12,173,372	12,761,548	15,160,186	17,014,388	1,854,202	17,524,878
Services and Supplies	33,099,206	34,542,091	33,457,185	34,010,472	553,287	34,010,472
Other Charges	11,290,699	10,700,889	11,907,691	12,468,670	560,979	12,468,670
Gross Appropriations	56,563,277	58,004,529	60,525,062	63,493,530	2,968,468	64,004,020
Intrafund Transfers	(130,000)	(136,551)	(499,960)	(499,960)		(499,960)
TOTAL REQUIREMENTS	56,433,277	57,867,978	60,025,102	62,993,570	2,968,468	63,504,060
NET COUNTY COST	5,260,921	19,088,651	6,566,935	7,210,409	643,474	7,618,801
AUTHORIZED POSITIONS						
Salary Resolution	129.0	127.0	152.0	159.0	7.0	159.0
Funded FTE	118.5	115.6	135.6	147.0	11.4	147.0

Public Health Services (6200B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	558,841	548,526	657,981	615,122	(42,859)	615,122
Use of Money and Property		75,000	75,000	75,000		75,000
Intergovernmental Revenues	13,837,034	15,074,444	15,218,682	15,499,300	280,618	15,172,349
Charges for Services	1,791,138	2,121,467	2,279,807	2,034,365	(245,442)	2,274,365
Interfund Revenue	425,582	576,076	553,700	553,700		553,700
Miscellaneous Revenue	792,760	315,047	455,550	677,444	221,894	617,444
Total Revenue	17,405,355	18,710,559	19,240,720	19,454,931	214,211	19,307,980
Fund Balance	1,762,914	3,035,857	4,189,262	2,143,817	(2,045,445)	2,143,817
TOTAL SOURCES	19,168,269	21,746,416	23,429,982	21,598,748	(1,831,234)	21,451,797
REQUIREMENTS						
Salaries and Benefits	10,485,845	10,590,112	12,833,119	13,625,498	792,379	14,046,240
Services and Supplies	8,562,250	9,130,116	9,198,621	9,092,600	(106,021)	9,311,151
Other Charges	3,327,966	3,397,664	4,305,053	4,287,067	(17,986)	4,227,207
Fixed Assets	131,431	414,247	281,000		(281,000)	
Other Financing Uses		35,097	185,000	200,000	15,000	
Gross Appropriations	22,507,493	23,567,236	26,802,793	27,205,165	402,372	27,584,598
Intrafund Transfers	(805,904)	(1,295,630)	(1,339,770)	(1,437,443)	(97,673)	(1,437,443)
Net Appropriations	21,701,589	22,271,606	25,463,023	25,767,722	304,699	26,147,155
Contingencies/Dept Reserves	641,509	1,080,175	1,788,574	859,640	(928,934)	770,808
TOTAL REQUIREMENTS	22,343,098	23,351,781	27,251,597	26,627,362	(624,235)	26,917,963
NET COUNTY COST	3,174,829	1,605,365	3,821,615	5,028,614	1,206,999	5,466,166
AUTHORIZED POSITIONS						
Salary Resolution	123.0	109.0	120.0	124.0	4.0	124.0
Funded FTE	118.5	107.4	116.3	121.5	5.2	121.5

Chronic Disease and Injury Prevention (6210P) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	98,793	363,278	189,729	150,000	(39,729)	150,000
Miscellaneous Revenue	4,613	6,330	388,698	610,000	221,302	550,000
TOTAL SOURCES	103,406	369,608	578,427	760,000	181,573	700,000
REQUIREMENTS						
Salaries and Benefits	169,624	202,218	210,820	422,778	211,958	435,425
Services and Supplies	95,487	122,886	165,390	229,579	64,189	229,579
Other Charges	156,164	179,180	289,333	536,654	247,321	476,654
TOTAL REQUIREMENTS	421,274	504,284	665,543	1,189,011	523,468	1,141,658
NET COUNTY COST	317,868	134,676	87,116	429,011	341,895	441,658
AUTHORIZED POSITIONS						
Salary Resolution			2.0	4.0	2.0	4.0
Funded FTE			2.0	4.0	2.0	4.0

Disease Control and Prevention (6220P)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	558,841	548,526	657,981	615,122	(42,859)	615,122
Use of Money and Property		75,000	75,000	75,000		75,000
Intergovernmental Revenues	13,738,242	14,711,166	15,028,953	15,349,300	320,347	15,022,349
Charges for Services	1,791,138	2,121,467	2,279,807	2,034,365	(245,442)	2,274,365
Interfund Revenue	425,582	576,076	553,700	553,700		553,700
Miscellaneous Revenue	788,146	308,717	66,852	67,444	592	67,444
Total Revenue	17,301,949	18,340,951	18,662,293	18,694,931	32,638	18,607,980
Fund Balance	1,762,914	3,035,857	4,189,262	2,143,817	(2,045,445)	2,143,817
TOTAL SOURCES	19,064,863	21,376,808	22,851,555	20,838,748	(2,012,807)	20,751,797
REQUIREMENTS						
Salaries and Benefits	10,316,221	10,387,894	12,622,299	13,202,720	580,421	13,610,815
Services and Supplies	8,466,763	9,007,229	9,033,231	8,863,021	(170,210)	9,081,572
Other Charges	3,171,803	3,218,484	4,015,720	3,750,413	(265,307)	3,750,553
Fixed Assets	131,431	414,247	281,000		(281,000)	
Other Financing Uses		35,097	185,000	200,000	15,000	
Gross Appropriations	22,086,218	23,062,952	26,137,250	26,016,154	(121,096)	26,442,940
Intrafund Transfers	(805,904)	(1,295,630)	(1,339,770)	(1,437,443)	(97,673)	(1,437,443)
Net Appropriations	21,280,314	21,767,322	24,797,480	24,578,711	(218,769)	25,005,497
Contingencies/Dept Reserves	641,509	1,080,175	1,788,574	859,640	(928,934)	770,808
TOTAL REQUIREMENTS	21,921,823	22,847,497	26,586,054	25,438,351	(1,147,703)	25,776,305
NET COUNTY COST	2,856,960	1,470,689	3,734,499	4,599,603	865,104	5,024,508
AUTHORIZED POSITIONS						
Salary Resolution	123.0	109.0	118.0	120.0	2.0	120.0
Funded FTE	118.5	107.4	114.3	117.5	3.2	117.5

Family Health Services (6240B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	11,048,680	10,269,030	10,149,970	10,941,525	791,555	11,071,559
Charges for Services	2,409,314	2,371,739	2,963,333	3,133,293	169,960	3,219,983
Miscellaneous Revenue	2,661,181	2,820,831	2,520,682	2,534,329	13,647	2,534,329
Total Revenue	16,119,174	15,461,600	15,633,985	16,609,147	975,162	16,825,871
Fund Balance	39,991	39,991	40,908	1,273,737	1,232,829	1,273,737
TOTAL SOURCES	16,159,165	15,501,591	15,674,893	17,882,884	2,207,991	18,099,608
REQUIREMENTS						
Salaries and Benefits	14,092,521	15,056,408	17,045,953	18,658,218	1,612,265	19,347,156
Services and Supplies	3,749,901	3,209,642	4,364,356	4,163,000	(201,356)	4,163,000
Other Charges	1,225,107	1,257,040	1,422,944	2,465,621	1,042,677	2,465,740
Gross Appropriations	19,067,529	19,523,091	22,833,253	25,286,839	2,453,586	25,975,896
Intrafund Transfers	(232,828)	(326,953)	(398,400)	(335,056)	63,344	(335,056)
Net Appropriations	18,834,701	19,196,138	22,434,853	24,951,783	2,516,930	25,640,840
Contingencies/Dept Reserves	39,991	39,991	39,991	39,991		39,991
TOTAL REQUIREMENTS	18,874,692	19,236,129	22,474,844	24,991,774	2,516,930	25,680,831
NET COUNTY COST	2,715,527	3,734,538	6,799,951	7,108,890	308,939	7,581,223
AUTHORIZED POSITIONS						
Salary Resolution	153.0	167.0	174.0	177.0	3.0	177.0
Funded FTE	140.1	155.0	162.4	165.2	2.8	165.2

Correctional Services (6300B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	376,435	350,714	357,327	367,544	10,217	367,544
Charges for Services	1,477	1,252	429	750	321	750
Interfund Revenue	375,726	386,996	386,996	406,348	19,352	406,348
Miscellaneous Revenue	87,675	53,853	39,302	24,173	(15,129)	24,173
Total Revenue	841,313	792,815	784,054	798,815	14,761	798,815
Fund Balance	415,359	98,048	315,013	563,317	248,304	563,317
TOTAL SOURCES	1,256,672	890,863	1,099,067	1,362,132	263,065	1,362,132
REQUIREMENTS						
Salaries and Benefits	7,943,208	8,399,601	10,177,066	11,128,494	951,428	11,484,537
Services and Supplies	4,628,556	4,797,617	5,599,047	6,060,195	461,148	6,060,195
Other Charges	476,061	505,570	515,056	654,078	139,022	654,078
Fixed Assets			84,765	45,000	(39,765)	45,000
Gross Appropriations	13,047,825	13,702,788	16,375,934	17,887,767	1,511,833	18,243,810
Intrafund Transfers	(7,461,031)	(8,390,642)	(9,377,471)	(9,602,777)	(225,306)	(9,709,944)
Net Appropriations	5,586,793	5,312,146	6,998,463	8,284,990	1,286,527	8,533,866
Contingencies/Dept Reserves			92,000		(92,000)	
TOTAL REQUIREMENTS	5,586,793	5,312,146	7,090,463	8,284,990	1,194,527	8,533,866
NET COUNTY COST	4,330,121	4,421,283	5,991,396	6,922,858	931,462	7,171,734
AUTHORIZED POSITIONS						
Salary Resolution	91.0	91.0	97.0	101.0	4.0	101.0
Funded FTE	83.6	82.8	90.2	96.0	5.8	96.0

Agricultural Commissioner/Sealer (6500B) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Licenses, Permits and Franchises	286,554	359,337	399,000	471,900	72,900	471,900
Fines, Forfeitures and Penalties	12,483	29,988				
Intergovernmental Revenues	1,597,856	1,895,435	2,016,648	1,958,714	(57,934)	1,958,714
Charges for Services	160,318	150,958	171,700	176,700	5,000	176,700
Miscellaneous Revenue	1,909	20,244	200	200		200
Total Revenue	2,059,119	2,455,961	2,587,548	2,607,514	19,966	2,607,514
Fund Balance	284,293	78,002	81,384	56,510	(24,874)	56,510
TOTAL SOURCES	2,343,412	2,533,963	2,668,932	2,664,024	(4,908)	2,664,024
REQUIREMENTS						
Salaries and Benefits	2,589,870	2,731,910	2,947,373	3,145,805	198,432	3,261,051
Services and Supplies	800,987	935,227	1,103,383	90,758	(1,012,625)	90,758
Other Charges	252,954	405,920	409,911	493,883	83,972	493,883
Gross Appropriations	3,643,811	4,073,057	4,460,667	3,730,446	(730,221)	3,845,692
Intrafund Transfers	(752,134)	(841,791)	(972,637)		972,637	
Net Appropriations	2,891,677	3,231,266	3,488,030	3,730,446	242,416	3,845,692
Contingencies/Dept Reserves	36,183	36,183	36,183	36,183		36,183
TOTAL REQUIREMENTS	2,927,860	3,267,449	3,524,213	3,766,629	242,416	3,881,875
NET COUNTY COST	584,448	733,485	855,281	1,102,605	247,324	1,217,851
AUTHORIZED POSITIONS						
Salary Resolution	28.0	28.0	31.0	31.0		31.0
Funded FTE	26.4	26.4	27.9	28.7	0.8	28.7

IHSS Public Authority GF (6900B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
REQUIREMENTS						
Other Charges	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
TOTAL REQUIREMENTS	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523
NET COUNTY COST	4,487,523	4,487,523	4,487,523	4,487,523		4,487,523

San Mateo Medical Center (6600D)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	261	984	37,657	80	(37,577)	80
Use of Money and Property	3,458	2,636	5,000	811	(4,189)	811
Intergovernmental Revenues	32,952,522	51,607,362	15,758,050	35,739,504	19,981,454	35,739,504
Charges for Services	99,590,679	95,311,383	129,434,271	115,516,230	(13,918,041)	120,193,103
Interfund Revenue	1,835,943	6,779,689	14,337,923	18,843,876	4,505,953	18,843,876
Miscellaneous Revenue	2,732,819	3,498,856	3,586,725	4,861,596	1,274,871	4,861,596
Other Financing Sources	48,011,462	40,012,515	54,047,737	54,307,861	260,124	54,307,861
Total Revenue	185,127,144	197,213,425	217,207,363	229,269,958	12,062,595	233,946,831
Fund Balance	3,532					
TOTAL SOURCES	185,130,676	197,213,425	217,207,363	229,269,958	12,062,595	233,946,831
REQUIREMENTS						
Salaries and Benefits	103,894,550	112,119,182	128,142,839	135,120,964	6,978,125	139,664,394
Services and Supplies	51,723,991	54,474,817	51,910,607	54,012,414	2,101,807	54,145,016
Other Charges	19,895,494	20,751,263	27,163,755	30,112,916	2,949,161	30,113,757
Other Financing Uses	9,616,641	9,868,163	9,990,162	10,023,664	33,502	10,023,664
TOTAL REQUIREMENTS	185,130,676	197,213,424	217,207,363	229,269,958	12,062,595	233,946,831
AUTHORIZED POSITIONS						
Salary Resolution	1,222.0	1,306.0	1,313.0	1,305.0	(8.0)	1,305.0
Funded FTE	1,100.0	1,148.9	1,173.0	1,173.8	0.8	1,173.8

Administrative and Quality Management Services (6601B)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	37	15				
Use of Money and Property	27	719		811	811	811
Intergovernmental Revenues	31,971,847	50,133,478	13,797,981	35,411,096	21,613,115	35,411,096
Charges for Services	(171,599,223)	(189,229,636)	(183,586,593)	(238,828,224)	(55,241,631)	(238,677,462)
Interfund Revenue	733,428	5,534,479	13,069,872	18,274,946	5,205,074	18,274,946
Miscellaneous Revenue	435,295	664,682	862,521	2,355,562	1,493,041	2,355,562
Other Financing Sources	47,707,046	39,890,896	53,926,119	54,307,861	381,742	54,307,861
Total Revenue	(90,751,543)	(93,005,365)	(101,930,100)	(128,477,948)	(26,547,848)	(128,327,186)
Fund Balance	3,532					
TOTAL SOURCES	(90,748,011)	(93,005,365)	(101,930,100)	(128,477,948)	(26,547,848)	(128,327,186)
REQUIREMENTS						
Salaries and Benefits	15,286,485	15,958,392	21,890,752	21,230,537	(660,215)	21,980,168
Services and Supplies	19,366,545	20,815,674	19,547,462	20,789,343	1,241,881	20,789,343
Other Charges	11,873,471	12,121,189	18,078,057	19,987,464	1,909,407	19,987,464
Other Financing Uses	9,616,641	9,868,163	9,990,162	10,023,664	33,502	10,023,664
TOTAL REQUIREMENTS	56,143,143	58,763,417	69,506,433	72,031,008	2,524,575	72,780,639
NET COUNTY COST	146,891,154	151,768,783	171,436,533	200,508,956	29,072,423	201,107,825
AUTHORIZED POSITIONS						
Salary Resolution	181.0	193.0	193.0	190.0	(3.0)	190.0
Funded FTE	180.6	187.3	191.4	189.0	(2.4)	189.0

Administration and Financial Services (6601P)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	(3)					
Use of Money and Property	27	719		811	811	811
Intergovernmental Revenues	31,971,847	50,133,478	13,797,981	35,411,096	21,613,115	35,411,096
Charges for Services	(171,609,497)	(189,238,877)	(183,595,687)	(238,837,224)	(55,241,537)	(238,686,462)
Interfund Revenue	717,642	5,518,693	13,069,872	18,274,946	5,205,074	18,274,946
Miscellaneous Revenue	417,930	539,300	639,704	2,350,275	1,710,571	2,350,275
Other Financing Sources	47,707,048	39,890,892	53,926,119	54,307,861	381,742	54,307,861
Total Revenue	(90,795,006)	(93,155,794)	(102,162,011)	(128,492,235)	(26,330,224)	(128,341,473)
Fund Balance	3,532					
TOTAL SOURCES	(90,791,474)	(93,155,794)	(102,162,011)	(128,492,235)	(26,330,224)	(128,341,473)
REQUIREMENTS						
Salaries and Benefits	10,667,165	11,637,404	16,085,710	15,249,807	(835,903)	15,777,505
Services and Supplies	17,677,189	18,886,533	17,566,864	18,828,645	1,261,781	18,828,645
Other Charges	11,865,003	12,106,852	18,058,185	19,950,504	1,892,319	19,950,504
Other Financing Uses	9,616,641	9,868,163	9,990,162	10,023,664	33,502	10,023,664
TOTAL REQUIREMENTS	49,825,997	52,498,952	61,700,921	64,052,620	2,351,699	64,580,318
NET COUNTY COST	140,617,471	145,654,746	163,862,932	192,544,855	28,681,923	192,921,791
AUTHORIZED POSITIONS						
Salary Resolution	181.0	133.0	133.0	132.0	(1.0)	132.0
Funded FTE	180.6	129.6	131.7	131.0	(0.7)	131.0

Quality Management (6605P)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	40	15				
Charges for Services	10,273	9,241	9,094	9,000	(94)	9,000
Interfund Revenue	15,786	15,786				
Miscellaneous Revenue	17,365	125,383	222,817	5,287	(217,530)	5,287
Other Financing Sources	(2)	4				
TOTAL SOURCES	43,462	150,429	231,911	14,287	(217,624)	14,287
REQUIREMENTS						
Salaries and Benefits	4,619,320	4,320,989	5,805,042	5,980,730	175,688	6,202,663
Services and Supplies	1,689,356	1,929,141	1,980,598	1,960,698	(19,900)	1,960,698
Other Charges	8,469	14,337	19,872	36,960	17,088	36,960
TOTAL REQUIREMENTS	6,317,145	6,264,466	7,805,512	7,978,388	172,876	8,200,321
NET COUNTY COST	6,273,683	6,114,036	7,573,601	7,964,101	390,500	8,186,034
AUTHORIZED POSITIONS						
Salary Resolution		60.0	60.0	58.0	(2.0)	58.0
Funded FTE		57.6	59.7	58.0	(1.7)	58.0

Patient Care Services (6610B)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	11,423					
Charges for Services	89,377,657	92,867,942	102,782,300	112,736,807	9,954,507	114,743,355
Interfund Revenue		630				
Miscellaneous Revenue	81,321	256,530	110,737	162,347	51,610	162,347
Other Financing Sources	(48,800)					
TOTAL SOURCES	89,421,601	93,125,102	102,893,037	112,899,154	10,006,117	114,905,702
REQUIREMENTS						
Salaries and Benefits	24,001,269	26,853,442	30,649,186	33,508,880	2,859,694	34,375,477
Services and Supplies	9,600,904	10,765,096	9,844,269	10,199,573	355,304	10,199,573
Other Charges	322,220	417,213	422,200	564,610	142,410	564,610
TOTAL REQUIREMENTS	33,924,392	38,035,751	40,915,655	44,273,063	3,357,408	45,139,660
NET COUNTY COST	(55,497,209)	(55,089,351)	(61,977,382)	(68,626,091)	(6,648,709)	(69,766,042)
AUTHORIZED POSITIONS						
Salary Resolution	250.0	266.0	267.0	267.0		267.0
Funded FTE	206.0	219.4	225.5	225.5	(0.0)	225.5

Clinical Ancillary and Support Services (6640B)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	221	904	37,657	80	(37,577)	80
Use of Money and Property	3,431	1,917	5,000		(5,000)	
Charges for Services	68,553,884	68,836,540	72,659,770	80,761,033	8,101,263	82,155,679
Interfund Revenue	293,671	490,075	189,810	135,823	(53,987)	135,823
Miscellaneous Revenue	1,597,814	1,954,203	2,075,752	2,133,708	57,956	2,133,708
Other Financing Sources	85,962	121,619	121,618		(121,618)	
TOTAL SOURCES	70,534,985	71,405,257	75,089,607	83,030,644	7,941,037	84,425,290
REQUIREMENTS						
Salaries and Benefits	19,489,333	19,825,198	22,186,222	24,246,598	2,060,376	25,221,562
Services and Supplies	17,701,222	17,445,239	17,416,518	18,275,481	858,963	18,381,030
Other Charges	3,795,239	4,257,140	4,443,330	5,219,533	776,203	5,220,125
TOTAL REQUIREMENTS	40,985,793	41,527,578	44,046,070	47,741,612	3,695,542	48,822,717
NET COUNTY COST	(29,549,192)	(29,877,679)	(31,043,537)	(35,289,032)	(4,245,495)	(35,602,573)
AUTHORIZED POSITIONS						
Salary Resolution	232.0	242.0	245.0	244.0	(1.0)	244.0
Funded FTE	228.2	233.5	240.0	240.3	0.2	240.3

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	(263,260)					
Charges for Services	64,468,864	69,591,452	80,905,993	93,885,173	12,979,180	93,885,173
Miscellaneous Revenue	60,715	82,138	73,031	55,315	(17,716)	55,315
Other Financing Sources	270,264					
TOTAL SOURCES	64,536,582	69,673,590	80,979,024	93,940,488	12,961,464	93,940,488
REQUIREMENTS						
Salaries and Benefits	18,807,989	21,629,612	21,823,531	21,077,729	(745,802)	22,016,685
Services and Supplies	2,190,078	2,607,335	1,877,463	1,774,105	(103,358)	1,801,158
Other Charges	2,397,543	2,539,662	2,668,907	2,800,701	131,794	2,800,701
TOTAL REQUIREMENTS	23,395,609	26,776,609	26,369,901	25,652,535	(717,366)	26,618,544
NET COUNTY COST	(41,140,973)	(42,896,981)	(54,609,123)	(68,287,953)	(13,678,830)	(67,321,944)
AUTHORIZED POSITIONS						
Salary Resolution	259.0	294.0	291.0	268.0	(23.0)	268.0
Funded FTE	206.2	222.8	227.6	215.4	(12.2)	215.4

Ambulatory and Medical Staff Services (6850B)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	2	65				
Intergovernmental Revenues	1,232,512	1,473,884	1,960,069	328,408	(1,631,661)	328,408
Charges for Services	48,789,497	53,245,084	56,672,801	66,961,441	10,288,640	68,086,358
Interfund Revenue	808,844	754,505	1,078,241	433,107	(645,134)	433,107
Miscellaneous Revenue	557,674	541,303	464,684	154,664	(310,020)	154,664
Other Financing Sources	(3,010)					
TOTAL SOURCES	51,385,519	56,014,840	60,175,795	67,877,620	7,701,825	69,002,537
REQUIREMENTS						
Salaries and Benefits	26,309,475	27,852,538	31,593,148	35,057,220	3,464,072	36,070,502
Services and Supplies	2,865,243	2,841,473	3,224,895	2,973,912	(250,983)	2,973,912
Other Charges	1,507,021	1,416,058	1,551,261	1,540,608	(10,653)	1,540,857
TOTAL REQUIREMENTS	30,681,739	32,110,069	36,369,304	39,571,740	3,202,436	40,585,271
NET COUNTY COST	(20,703,780)	(23,904,771)	(23,806,491)	(28,305,880)	(4,499,389)	(28,417,266)
AUTHORIZED POSITIONS						
Salary Resolution	300.0	311.0	317.0	336.0	19.0	336.0
Funded FTE	278.9	285.9	288.5	303.7	15.1	303.7

Medical Center Capital Purchases (6750D)
Medical Center Enterprise Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	3,026,317		800,000	800,000		800,000
Interfund Revenue		665,810	3,656,000	3,656,000		3,656,000
Miscellaneous Revenue	256,425	28,164	1,810,000	2,000,000	190,000	2,000,000
TOTAL SOURCES	3,282,742	693,974	6,266,000	6,456,000	190,000	6,456,000
REQUIREMENTS						
Services and Supplies	653,185	103,470				
Other Charges	862,975					
Fixed Assets	793,811	(22)	6,256,000	6,446,000	190,000	6,446,000
Other Financing Uses	972,771	590,526	10,000	10,000		10,000
TOTAL REQUIREMENTS	3,282,742	693,974	6,266,000	6,456,000	190,000	6,456,000

Contributions to Medical Center (5850D)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	19,191,081	13,277,939	12,113,525	12,482,625	369,100	12,701,625
Miscellaneous Revenue	6,976,004	6,533,886	7,193,499	7,828,854	635,355	7,828,854
TOTAL SOURCES	26,167,085	19,811,825	19,307,024	20,311,479	1,004,455	20,530,479
REQUIREMENTS						
Services and Supplies	15,012,150	15,693,102	20,172,509	18,000,000	(2,172,509)	18,000,000
Other Charges	4,549,152	4,850,926				
Other Financing Uses	43,152,000	39,752,387	50,113,858	58,176,251	8,062,393	58,176,251
Gross Appropriations	62,713,302	60,296,415	70,286,367	76,176,251	5,889,884	76,176,251
TOTAL REQUIREMENTS	62,713,302	60,296,415	70,286,367	76,176,251	5,889,884	76,176,251
NET COUNTY COST	36,546,217	40,484,590	50,979,343	55,864,772	4,885,429	55,645,772

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

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	1,004,508	1,327,544	1,012,000	1,100,000	88,000	950,000
Intergovernmental Revenues	11,343,876	10,868,023	10,406,448	9,517,059	(889,389)	8,717,844
Miscellaneous Revenue	139,445	1,256,775	100,000	265,000	165,000	
Total Revenue	12,487,829	13,452,342	11,518,448	10,882,059	(636,389)	9,667,844
Fund Balance	34,424,465	36,401,004	39,643,633	35,916,622	(3,727,011)	32,470,536
TOTAL SOURCES	46,912,294	49,853,346	51,162,081	46,798,681	(4,363,400)	42,138,380
REQUIREMENTS						
Salaries and Benefits	874,903	918,872	1,163,772	1,276,253	112,481	1,353,953
Services and Supplies	2,050,200	2,266,361	1,358,838	1,218,216	(140,622)	634,209
Other Charges	7,579,414	7,024,478	13,139,957	11,991,376	(1,148,581)	12,427,889
Net Appropriations	10,504,518	10,209,712	15,662,567	14,485,845	(1,176,722)	14,416,051
Non-General Fund Reserves	36,407,776	39,643,633	35,499,514	32,312,836	(3,186,678)	27,722,329
TOTAL REQUIREMENTS	46,912,294	49,853,345	51,162,081	46,798,681	(4,363,400)	42,138,380
AUTHORIZED POSITIONS						
Salary Resolution	10.0	12.0	12.0	12.0		12.0
Funded FTE	9.2	11.0	11.4	11.5	0.2	11.5

Department of Child Support Services (2600B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
TOTAL SOURCES	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
REQUIREMENTS						
Salaries and Benefits	9,103,795	8,797,713	9,472,712	9,447,751	(24,961)	9,447,751
Services and Supplies	616,846	858,711	591,250	561,300	(29,950)	561,300
Other Charges	1,431,267	1,407,567	1,438,042	1,368,823	(69,219)	1,314,167
TOTAL REQUIREMENTS	11,151,907	11,063,991	11,502,004	11,377,874	(124,130)	11,323,218
AUTHORIZED POSITIONS						
Salary Resolution	112.0	107.0	102.0	98.0	(4.0)	98.0
Funded FTE	111.2	105.6	100.8	96.7	(4.1)	96.7

Human Services Agency (7000D) General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property		27,828	28,587	31,372	2,785	31,372
Intergovernmental Revenues	132,740,881	139,393,082	162,851,257	168,797,929	5,946,672	169,990,035
Charges for Services	1,356,590	1,703,038	2,296,282	2,336,662	40,380	2,336,662
Interfund Revenue	43,210	38,887	68,645		(68,645)	
Miscellaneous Revenue	3,721,986	3,238,571	2,991,896	2,681,394	(310,502)	2,681,394
Total Revenue	137,862,668	144,401,407	168,236,667	173,847,357	5,610,690	175,039,463
Fund Balance	6,166,477	7,435,341	6,732,355	8,106,433	1,374,078	5,292,773
TOTAL SOURCES	144,029,145	151,836,748	174,969,022	181,953,790	6,984,768	180,332,236
REQUIREMENTS						
Salaries and Benefits	65,519,284	71,349,128	82,732,824	89,787,608	7,054,784	93,385,932
Services and Supplies	35,462,260	40,906,334	50,884,184	58,171,939	7,287,755	54,880,020
Other Charges	74,335,217	74,059,069	86,552,350	84,224,207	(2,328,143)	84,003,240
Fixed Assets	152,218	185,776	506,000	992,000	486,000	
Other Financing Uses	293,196	285,605	311,738	311,559	(179)	311,559
Gross Appropriations	175,762,175	186,785,912	220,987,096	233,487,313	12,500,217	232,580,751
Intrafund Transfers	(19,787,618)	(20,232,654)	(24,503,933)	(27,497,986)	(2,994,053)	(26,593,732)
Net Appropriations	155,974,557	166,553,258	196,483,163	205,989,327	9,506,164	205,987,019
Contingencies/Dept Reserves	4,086,733	4,330,306	4,627,320	5,292,773	665,453	5,292,773
TOTAL REQUIREMENTS	160,061,290	170,883,564	201,110,483	211,282,100	10,171,617	211,279,792
NET COUNTY COST	16,032,145	19,046,816	26,141,461	29,328,310	3,186,849	30,947,556

Program Support (7301B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	2,382,123	2,278,818	1,457,899	1,374,908	(82,991)	1,432,064
Miscellaneous Revenue	88,913	50,053				
Total Revenue	2,471,036	2,328,871	1,457,899	1,374,908	(82,991)	1,432,064
Fund Balance	3,337,891	3,989,464	3,860,830	4,469,599	608,769	4,369,599
TOTAL SOURCES	5,808,927	6,318,335	5,318,729	5,844,507	525,778	5,801,663
REQUIREMENTS						
Salaries and Benefits	10,938,920	10,908,972	12,294,793	13,456,314	1,161,521	13,984,409
Services and Supplies	2,610,616	2,770,939	4,324,364	4,745,560	421,196	4,345,560
Other Charges	2,271,471	2,210,604	2,359,397	2,732,962	373,565	2,732,962
Fixed Assets	96,623	140,191	400,000	960,000	560,000	
Gross Appropriations	15,917,631	16,030,705	19,378,554	21,894,836	2,516,282	21,062,931
Intrafund Transfers	(14,220,364)	(14,464,507)	(17,178,086)	(20,046,407)	(2,868,321)	(19,142,153)
Net Appropriations	1,697,267	1,566,198	2,200,468	1,848,429	(352,039)	1,920,778
Contingencies/Dept Reserves	3,096,891	3,340,464	3,557,811	4,369,599	811,788	4,369,599
TOTAL REQUIREMENTS	4,794,158	4,906,662	5,758,279	6,218,028	459,749	6,290,377
NET COUNTY COST	(1,014,769)	(1,411,674)	439,550	373,521	(66,029)	488,714
AUTHORIZED POSITIONS						
Salary Resolution	111.0	114.0	116.0	120.0	4.0	120.0
Funded FTE	110.5	113.1	115.0	120.0	5.0	120.0

Community Capacity Building (7201B)

General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	512,296	469,263	692,124	688,060	(4,064)	688,060
Miscellaneous Revenue	43,800					
Total Revenue	556,096	469,263	692,124	688,060	(4,064)	688,060
Fund Balance		274,883	113,500	40,000	(73,500)	
TOTAL SOURCES	556,096	744,146	805,624	728,060	(77,564)	688,060
REQUIREMENTS						
Salaries and Benefits	93,224	205,618	341,076	437,813	96,737	452,455
Services and Supplies	1,787,220	2,194,674	3,260,204	3,600,711	340,507	3,562,534
Other Charges	529,601	154,809	171,704	181,342	9,638	181,342
Gross Appropriations	2,410,045	2,555,101	3,772,984	4,219,866	446,882	4,196,331
Intrafund Transfers	(241,695)	(206,333)	(767,298)	(684,133)	83,165	(684,133)
TOTAL REQUIREMENTS	2,168,350	2,348,768	3,005,686	3,535,733	530,047	3,512,198
NET COUNTY COST	1,612,254	1,604,622	2,200,062	2,807,673	607,611	2,824,138
AUTHORIZED POSITIONS						
Salary Resolution	1.0	2.0	4.0	4.0		4.0
Funded FTE	1.0	2.0	3.2	4.0	0.8	4.0

Economic Self-Sufficiency (7001B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Intergovernmental Revenues	66,357,038	72,096,483	81,474,208	87,912,686	6,438,478	89,059,453
Charges for Services	836,330	967,563	1,360,725	1,401,105	40,380	1,401,105
Interfund Revenue	43,210	38,887	68,645		(68,645)	
Miscellaneous Revenue	1,218,409	1,380,643	744,592	626,693	(117,899)	626,693
Total Revenue	68,454,988	74,483,575	83,648,170	89,940,484	6,292,314	91,087,251
Fund Balance	197,393	50,000	25,000	139,828	114,828	
TOTAL SOURCES	68,652,381	74,533,575	83,673,170	90,080,312	6,407,142	91,087,251
REQUIREMENTS						
Salaries and Benefits	31,449,885	34,413,758	39,923,194	44,152,571	4,229,377	45,889,529
Services and Supplies	17,106,022	20,132,681	22,079,121	25,830,557	3,751,436	25,539,808
Other Charges	31,838,106	31,817,644	34,447,978	33,721,196	(726,782)	33,721,196
Fixed Assets	55,595	45,585	64,000	32,000	(32,000)	
Other Financing Uses	217,566	285,605	230,687	230,586	(101)	230,586
Gross Appropriations	80,667,174	86,695,273	96,744,980	103,966,910	7,221,930	105,381,119
Intrafund Transfers	(4,075,508)	(4,724,813)	(5,221,542)	(5,297,435)	(75,893)	(5,297,435)
TOTAL REQUIREMENTS	76,591,666	81,970,460	91,523,438	98,669,475	7,146,037	100,083,684
NET COUNTY COST	7,939,285	7,436,885	7,850,268	8,589,163	738,895	8,996,433
AUTHORIZED POSITIONS						
Salary Resolution	370.0	404.0	439.0	462.0	23.0	462.0
Funded FTE	367.0	397.1	428.6	460.2	31.6	460.2

Family Strength (7101B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property		27,828	28,587	31,372	2,785	31,372
Intergovernmental Revenues	63,489,424	64,548,519	79,227,026	78,822,275	(404,751)	78,810,458
Charges for Services	520,260	735,476	935,557	935,557		935,557
Miscellaneous Revenue	2,370,864	1,807,875	2,247,304	2,054,701	(192,603)	2,054,701
Total Revenue	66,380,548	67,119,697	82,438,474	81,843,905	(594,569)	81,832,088
Fund Balance	2,631,193	3,120,994	2,733,025	3,457,006	723,981	923,174
TOTAL SOURCES	69,011,741	70,240,691	85,171,499	85,300,911	129,412	82,755,262
REQUIREMENTS						
Salaries and Benefits	23,037,255	25,820,780	30,173,761	31,740,910	1,567,149	33,059,539
Services and Supplies	13,958,401	15,808,040	21,220,495	23,995,111	2,774,616	21,432,118
Other Charges	39,696,039	39,876,012	49,573,271	47,588,707	(1,984,564)	47,367,740
Fixed Assets			42,000		(42,000)	
Other Financing Uses	75,630		81,051	80,973	(78)	80,973
Gross Appropriations	76,767,326	81,504,832	101,090,578	103,405,701	2,315,123	101,940,370
Intrafund Transfers	(1,250,051)	(837,001)	(1,337,007)	(1,470,011)	(133,004)	(1,470,011)
Net Appropriations	75,517,275	80,667,831	99,753,571	101,935,690	2,182,119	100,470,359
Contingencies/Dept Reserves	989,842	989,842	1,069,509	923,174	(146,335)	923,174
TOTAL REQUIREMENTS	76,507,117	81,657,673	100,823,080	102,858,864	2,035,784	101,393,533
NET COUNTY COST	7,495,376	11,416,982	15,651,581	17,557,953	1,906,372	18,638,271
AUTHORIZED POSITIONS						
Salary Resolution	256.0	276.0	287.0	289.0	2.0	289.0
Funded FTE	253.8	269.7	282.7	286.5	3.8	286.5

Non-Departmental Services (8000B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Taxes	264,547,187	303,776,554	273,137,267	288,021,972	14,884,705	301,369,412
Licenses, Permits and Franchises	357,472	378,730	350,000	432,160	82,160	432,160
Use of Money and Property	11,037,690	12,481,761	9,708,244	16,464,043	6,755,799	16,793,324
Intergovernmental Revenues	5,247,977	18,170,718	2,264,699	2,287,335	22,636	2,314,139
Charges for Services	22,051	23,175				
Interfund Revenue	4,996,454	6,920,212	10,281,950	8,964,946	(1,317,004)	9,013,802
Miscellaneous Revenue	664,645	8,302,440	150,000	300,000	150,000	300,000
Total Revenue	286,873,477	350,053,590	295,892,160	316,470,456	20,578,296	330,222,837
Fund Balance	142,413,310	200,584,890	244,330,494	197,010,556	(47,319,938)	157,285,872
TOTAL SOURCES	429,286,787	550,638,480	540,222,654	513,481,012	(26,741,642)	487,508,709
REQUIREMENTS						
Salaries and Benefits	11,830		5,000,000	6,580,000	1,580,000	6,882,400
Services and Supplies	4,692,764	12,577,542	14,213,074	18,392,646	4,179,572	13,883,188
Other Charges	292,012	5,305,206	11,479,579	8,194,460	(3,285,119)	8,194,460
Fixed Assets		85,117	3,075,000		(3,075,000)	
Other Financing Uses	7,473,751	36,369,570	60,970,761	16,438,690	(44,532,071)	8,778,576
Gross Appropriations	12,470,358	54,337,434	94,738,414	49,605,796	(45,132,618)	37,738,624
Intrafund Transfers	(365,590)	(584,160)	(409,433)	(409,433)		(409,433)
Net Appropriations	12,104,768	53,753,274	94,328,981	49,196,363	(45,132,618)	37,329,191
Contingencies/Dept Reserves	86,898,967	128,705,049	134,841,723	126,058,890	(8,782,833)	97,288,759
TOTAL REQUIREMENTS	99,003,735	182,458,323	229,170,704	175,255,253	(53,915,451)	134,617,950
NET COUNTY COST	(330,283,053)	(368,180,157)	(311,051,950)	(338,225,759)	(27,173,809)	(352,890,759)

Sergeants/Teamsters Retiree Health (8050B)
Sergeants/Teamsters Retiree Health Funds

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	3,607	2,094	108		(108)	
Interfund Revenue	11,830					
Miscellaneous Revenue	11,830					
Total Revenue	27,267	2,094	108		(108)	
Fund Balance	140,889	110,152	26,071		(26,071)	
TOTAL SOURCES	168,156	112,246	26,179		(26,179)	
REQUIREMENTS						
Salaries and Benefits	70,515	86,175	26,179		(26,179)	
Net Appropriations	70,515	86,175	26,179		(26,179)	
Contingencies/Dept Reserves	97,641	26,071				
TOTAL REQUIREMENTS	168,156	112,246	26,179		(26,179)	

Contingencies (8100B)
General Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
REQUIREMENTS						
Contingencies/Dept Reserves	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
TOTAL REQUIREMENTS	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843
NET COUNTY COST	23,501,594	25,918,920	28,243,170	28,902,450	659,280	28,869,843

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	222	208		200	200	
Total Revenue	222	208		200	200	
Fund Balance	7,635	7,857	5,406	3,688	(1,718)	3,888
TOTAL SOURCES	7,857	8,065	5,406	3,888	(1,518)	3,888
REQUIREMENTS						
Other Financing Uses		2,660	1,718		(1,718)	
Net Appropriations		2,660	1,718		(1,718)	
Contingencies/Dept Reserves	7,857	5,406	3,688	3,888	200	3,888
TOTAL REQUIREMENTS	7,857	8,066	5,406	3,888	(1,518)	3,888

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		1,161				
Use of Money and Property	80,966	96,574	60,000	100,055	40,055	110,055
Charges for Services	1,435,779	1,309,741	1,200,000	1,300,000	100,000	1,400,000
Total Revenue	1,516,745	1,407,476	1,260,000	1,400,055	140,055	1,510,055
Fund Balance	3,105,738	2,894,186	3,124,962	3,125,376	414	3,289,683
TOTAL SOURCES	4,622,483	4,301,662	4,384,962	4,525,431	140,469	4,799,738
REQUIREMENTS						
Other Financing Uses	1,728,296	1,176,700	1,259,586	1,235,748	(23,838)	1,125,136
Net Appropriations	1,728,296	1,176,700	1,259,586	1,235,748	(23,838)	1,125,136
Non-General Fund Reserves	2,894,186	3,124,962	3,125,376	3,289,683	164,307	3,674,602
TOTAL REQUIREMENTS	4,622,482	4,301,662	4,384,962	4,525,431	140,469	4,799,738

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Fines, Forfeitures and Penalties		65				
Use of Money and Property	52,679	52,635	40,000	45,000	5,000	45,000
Charges for Services	1,433,293	1,310,881	1,200,000	1,200,000		1,200,000
Total Revenue	1,485,973	1,363,581	1,240,000	1,245,000	5,000	1,245,000
Fund Balance	2,066,511	1,997,976	1,415,363	1,541,752	126,389	1,675,435
TOTAL SOURCES	3,552,484	3,361,557	2,655,363	2,786,752	131,389	2,920,435
REQUIREMENTS						
Other Financing Uses	1,554,507	1,946,194	1,113,611	1,111,317	(2,294)	1,100,000
Net Appropriations	1,554,507	1,946,194	1,113,611	1,111,317	(2,294)	1,100,000
Non-General Fund Reserves	1,997,976	1,415,363	1,541,752	1,675,435	133,683	1,820,435
TOTAL REQUIREMENTS	3,552,483	3,361,557	2,655,363	2,786,752	131,389	2,920,435

Capital Projects (8500D)
Capital Project Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	22,769	47,968				
Intergovernmental Revenues	68,070	42,824	3,868,081	3,344,731	(523,350)	1,672,365
Charges for Services	767	515	3,443,979	4,979,174	1,535,195	2,489,586
Miscellaneous Revenue	41,371	62,185	3,443,934	3,037,777	(406,157)	1,518,888
Other Financing Sources	6,449,514	6,215,062	14,904,366	19,777,175	4,872,809	7,888,585
Total Revenue	6,582,491	6,368,555	25,660,360	31,138,857	5,478,497	13,569,424
Fund Balance	982,869	1,440,171	2,112,101		(2,112,101)	
TOTAL SOURCES	7,565,360	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424
REQUIREMENTS						
Fixed Assets	6,126,812	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Gross Appropriations	6,126,812	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Intrafund Transfers	(1,624)					
Net Appropriations	6,125,188	5,696,624	25,883,811	31,138,857	5,255,046	13,569,424
Contingencies/Dept Reserves	1,440,171	2,112,101	1,888,650		(1,888,650)	
TOTAL REQUIREMENTS	7,565,359	7,808,725	27,772,461	31,138,857	3,366,396	13,569,424

Debt Service Fund (8900B)
Debt Service Fund

FY 2007-08 and 2008-09 Budget Unit Summary

	Actual 2004-05	Actual 2005-06	Revised 2006-07	Recommended 2007-08	Change 2007-08	Recommended 2008-09
SOURCES						
Use of Money and Property	616,555	759,665				
Miscellaneous Revenue	81,364	(81,364)				
Other Financing Sources	21,958,476	15,876,710	21,226,791	26,467,988	5,241,197	30,223,409
Total Revenue	22,656,396	16,555,011	21,226,791	26,467,988	5,241,197	30,223,409
Fund Balance	23,107,405	24,913,188	20,394,390	19,247,557	(1,146,833)	18,651,537
TOTAL SOURCES	45,763,801	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946
REQUIREMENTS						
Other Charges	20,850,612	21,073,809	22,373,624	27,064,008	4,690,384	30,819,429
Net Appropriations	20,850,612	21,073,809	22,373,624	27,064,008	4,690,384	30,819,429
Non-General Fund Reserves	24,913,188	20,394,390	19,247,557	18,651,537	(596,020)	18,055,517
TOTAL REQUIREMENTS	45,763,800	41,468,199	41,621,181	45,715,545	4,094,364	48,874,946

Glossary of Budget Terms



Recommended Budget
FY 2007-08
FY 2008-09



People	Realize the potential of our diverse population. 1. Our diverse population works well together to build strong communities, effective government and a prosperous economy. 2. Civic engagement – including voting, public service, charitable giving, volunteerism and participation in public discussions of important issues – is uniformly high among the diverse population of San Mateo County. Provide equal access to educational opportunity. 3. All children ages 0-5 years have access to childcare/early learning opportunities that contribute to their entering kindergarten ready to succeed. 4. Residents have many educational and training opportunities beyond high school. Ensure basic health and safety for all. 5. Residents have access to healthcare and preventive care. 6. Children grow up healthy in safe and supportive homes and neighborhoods. 7. Maintain and enhance the public safety of all residents and visitors. 8. Help vulnerable people – the aged, disabled, mentally ill, at-risk youth and others – achieve a better quality of life.
Place	Offer a full range of housing choices. 9. Housing exists for people at all income levels and for all generations of families. Redesign our urban environment to increase vitality, expand variety and reduce congestion. 10. Public transportation choices that are convenient, affordable, accessible and safe. 11. New housing is clustered with jobs and commercial services along transportation corridors. 12. Land use decisions consider transportation and other infrastructure needs as well as impacts on the environment and on surrounding communities. Preserve and provide people access for our natural environment. 13. Fixing the boundary between open space and development protects the quality of the natural environment. 14. Important natural resources are preserved and enhanced through environmental stewardship. 15. Residents have nearby access to green space, such as parks and recreational opportunities.
Prosperity	Create opportunities for every household to participate in our prosperity. 16. Residents hold the majority of jobs created in the county. 17. All households experience real gains in income. Sow the seeds of our future prosperity. 18. San Mateo County attracts and maintains leading-edge industries. 19. The skill level of new workers rises with improved K-12 education and training options.
Partnerships	Responsive, effective and collaborative government. 20. Government decisions are based on careful consideration of future impact, rather than temporary relief or immediate gain. 21. County employees understand, support and integrate the County vision and goals into their delivery of services. 22. County and local governments effectively communicate, collaborate and develop strategic approaches to issues affecting the entire County. Leaders work together across boundaries to preserve and enhance our quality of life. 23. Leaders throughout the County provide the impetus for broader regional solutions in land use, housing, childcare, education, health and transportation. 24. Residents accept individual responsibility for contributing to the quality of life of the County as a whole. 25. Residents express their support for regional, collaborative approaches to issues.

GLOSSARY OF BUDGET TERMS

A-87 - A-87 is an Office of Management and Budget (OMB) circular or guideline that sets forth principles and standards for the determination of costs applicable to County programs funded by the Federal and State government. Under the circular, the County has to observe uniformity in its allocation of costs, that is, the County cannot be selective in the allocation process whereby externally (State and Federal) funded programs are not charged equitably. Also referred to as the *Countywide Cost Allocation Plan*, the County uses A-87 guidelines to obtain reimbursement from Federal, State and non-General Fund programs for departments that do not charge directly for services rendered. For example, the Controller's Office does not charge departments for payroll services. However, the cost of providing payroll services to Non-General Fund Departments and programs receiving funds from the Federal and State government for this specific purpose is recovered through A-87. A-87 revenue received by Administration and Fiscal departments and Public Works is centrally budgeted in the Non-Departmental Services budget unit under Interfund Revenues.

Accrual - An accounting adjustment that recognizes revenues and expenses in the period they are "earned" or "spent" but not received or paid within that period.

Accrual Accounting - An accounting method that measures the performance of the County's Enterprise and Internal Service Funds by recognizing matching revenues and expenses (the matching principle) at the time in which the transaction occurs rather than when payment is made or received. This method allows the current cash inflows/outflows to be combined with future expected cash inflows/outflows to give a more accurate picture of a fund's current financial condition.

Adopted Budget - The Budget that is finally adopted by the Board of Supervisors in September after the State budget is adopted and the impact of the State budget can be assessed and included in the County budget.

Appropriation - An expenditure authorization granted by the Board of Supervisors from a specific fund to a specific Budget Unit. Appropriation authority is granted at the object level: Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Other Financing Uses and Intrafund Transfers.

Authorized Positions (Salary Resolution) - The number of permanent full-time and permanent part-time positions authorized by the Board of Supervisors (excludes extra-help). This represents the maximum number of permanent positions which may be filled at any one time.

Balanced Budget - A budget where Total Sources, including Fund Balances, equal Total Requirements, including Reserves and Contingencies, for each appropriated fund.

BRASS – Budget Reporting and Analysis Support System. The County's budget development software application.

Budget - An itemized summary of probable expenditures and income for a given period.

Budget Unit - A distinct fiscal and organizational entity within the County budget which has a mission and/or funding source sufficiently unique to require a separate legal appropriation from the Board of Supervisors. Budget Units are generally at the department or major division level of an organization.

Budget Unit Summary - Format used in budget book to show major categories of revenues and appropriations for a budget unit.

CAFR – the Comprehensive Annual Financial Report represents the culmination of all budgeting and accounting activities engaged in by management during the prior year, covering all funds of the County, its component units and its financial transactions.

CalWORKs – California Work Opportunity and Responsibilities to Kids; California's welfare-to-work program established by the State Welfare to Work Act of 1997. The program, which replaced AFDC, makes welfare a temporary source of assistance by putting a five-year life-time limit on a receipt of benefits and mandating work requirements

Capital Project - A major one-time outlay of funds for land and/or building acquisition or construction, structural improvements or non-structural renovations to County facilities. Large-scale projects may extend over more than one fiscal year. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category.

Contingencies – An appropriation category for economic uncertainties, emergencies and unanticipated mid-year funding losses. The minimum General Fund appropriation for contingencies required under the County Reserves Policy is three percent of General Fund net appropriations. Funds budgeted in this category can not be expended without 4/5th approval from the Board of Supervisors.

Departmental Reserves – An appropriation category for departments to budget funds which are unexpended in previous years and/or unobligated in the current year. The minimum Departmental Reserves requirement under the County Reserves Policy is two percent of budgeted Net Appropriations. Funds budgeted in this category can not be expended without approval from the Board of Supervisors.

Depreciation - The decline in value of an asset over time as a result of deterioration, age, obsolescence, and impending retirement. Most assets lose their value over time (in other words, they depreciate) and must be replaced once the end of their useful life is reached. Applies particularly to physical assets like equipment and structures.

Discretionary Services – Services that are not required by local, State or Federal mandates; services that are mandated but without specified service levels; and services that are provided at levels higher than mandated or in excess of maintenance-of-effort (MOE) requirements.

ERAF - Education Revenue Augmentation Fund. In 1992-93 and 1993-94, in response to serious budgetary shortfalls, the State Legislature and administration permanently redirected over \$3 billion of property taxes from cities, counties and special districts to schools and community college districts. These redirected funds reduced the state's funding obligation for K-14 school districts by a commensurate amount. The term "ERAF" is often used as a shorthand reference for this shift of property taxes. ERAF actually is an acronym for the fund into which redirected property taxes are deposited in each county. In 1996-97, cities, counties and special districts deposited about \$3.4 billion of property taxes into ERAF. The amount of required ERAF contributions grows annually along with property tax growth rate. To mitigate the ongoing impact of the 1993-94 property tax shift, the Legislature proposed and the voters approved Proposition 172. This measure provides counties and cities and cities with a share of a half-cent of sales tax for public safety purposes.

Enterprise Fund - (1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas and electric utilities, airports, parking garages or transit systems). In this case the governing body intends that costs (i.e., expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (2) A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Expenditure - Decreases in net financial resources. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Extra Help - Temporary employees of the County who are not included in the Salary Ordinance. These employees do not receive benefits (i.e., medical, dental, life insurance and paid vacation time).

Fiduciary Funds – Funds that account for resources that governments hold in trust for individuals or other governments.

Final Budget Change – A common description of any change made after the Recommended Budget has been submitted to the Board of Supervisors. Changes usually include corrections and updated revenue/appropriation amounts, and are brought to the Board in the form of "colored sheets" during June budget hearings and September for final budget approval.

Fiscal Year - A 12-month accounting period which differs from the calendar year. In the County, the fiscal year runs July 1 through the following June 30. During the fiscal year, revenues are realized, obligations are incurred, encumbrances are made and appropriations are expended.

Fixed Assets - Long-lived tangible assets (over the value of \$5,000) obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, and improvements other than buildings and land. In the private sector, these assets are referred to most often as property, plant and equipment.

Full-Time Equivalent (FTE) - This represents the budgeted number of full-time equivalent staffing. A full-time equivalent position is equal to 2,080 hours a year (40 hours/week x 52 weeks). For example: Two full-time positions (40 hours per week), two part-time positions (20 hours per week) and one (.80) part-time position (32 hours per week), equals 3.8 FTE. However, this would represent five authorized positions in the salary resolution.

FTE Equivalent

2 - Full-time positions (40 hours a week) =	2.0
2 - Part-time position (20 hours a week) =	1.0
1 - Part-time position (32 hours a week) =	.8 (32/40 = .8)
TOTAL:	3.8

Fund - A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance - The difference between fund assets and fund liabilities remaining at year-end. For budgetary purposes, this represents the sum of over-realized or unanticipated revenues and unspent appropriations or reserves at the end of each fiscal year.

Funding Adjustments – The section of the Program Plan and Budget that follows the Resource Allocation Summary table and describes key changes to Total Sources and Total Requirements, and the impact of those changes on a programs financial and operational performance from one budget year to the next. Types of changes include adjustments to Salaries and Benefits for negotiated increases and position changes, changes to operating levels, one-time expenditure outlays for goods or contractual services, and increased revenues from new or increased fees.

GASB 34 – An accounting standard issued by the Government Accounting Standards Board. It sets standards for the financial statements issued by all state and local government entities in the U.S. The standard sets accounting rules for these financial statements and for the accounting data financial statements contain. GASB 34 requires that the cost of fixed assets, i.e. plant, property and equipment, be recognized through depreciation over the life of the assets.

GFOA – Government Finance Officers Association

GIS – Geographic Information System. The GIS is a collection of map data layers representing various geographic features such as parcels, districts, jurisdictions, streets, landmarks, etc., and the attributes describing the spatial features. The creation of the San Mateo County GIS was a joint effort by Public Works, Assessor/Clerk/Recorder/Elections, Environmental Services and Information Services.

General Fund - The major County operating fund used to account for all financial sources and uses, except those required to be accounted for in another fund.

Governmental Funds - Applies to all County funds except for profit and loss funds (e.g., enterprise funds, internal service funds, and trust and agency funds). Examples include the General Fund, special assessment funds, and capital projects funds.

Gross Appropriations - Total authorized appropriations for a budget unit. It is the sum of Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets and Other Financing Uses.

HPSM (Health Plan of San Mateo) – The Health Plan of San Mateo (HPSM) is a Medi-Cal county-wide health system, contracted by the State of California. All clients served by the County who are determined to be eligible for Medi-Cal obtain health care services through HPSM.

Headline Measures – The two most meaningful measures to track a program's success, these are presented in graph form for each program presented in the County budget. Headline measures are chosen from the How Well We Do It (service quality) or Is Anyone Better Off? (outcomes) performance measure categories.

Healthy Families – California's non-Medi-Cal health care program for children with monthly family income too high to qualify for Medi-Cal without share of cost, up to 200% of the Federal Poverty Level.

Healthy Kids – County-sponsored health care program provided through the Children's Health Initiative (CHI) for children with monthly family income too high to qualify for Medi-Cal or Healthy Families without share of cost, up to 400% of the Federal Poverty Level.

IFAS - Integrated Fund Accounting System. Financial software that is maintained by the Controller's Office and used by the County for daily accounting purposes such as general ledger, accounts payable, job costing, purchasing and deposits, as well as budget monitoring.

Interfund Revenue - Transfers of costs between different funds; is recorded as Interfund Revenue by the organization on the receiving end of the transfer.

Intergovernmental Revenues - Revenues from other governmental jurisdictions in the form of grants, entitlements, shared revenues or payments in lieu of taxes. The County receives Intergovernmental Revenue from Federal, State and other local government agencies.

Internal Service Charge - Annual budgetary charges from servicing departments (such as Information Services, Public Works, Employee and Public Services), reimbursing costs incurred in the provision of internal County services to the departments receiving the services. For servicing organizations, the reimbursement is reflected as Intrafund Transfers offsetting their Gross Appropriation (from General Fund departments) or as Revenue (from non-General Fund departments). Services provided by these departments include technology support, telephone services, facilities maintenance and insurance.

Internal Service Funds – One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g. vehicle/fleet maintenance) would have an amount budgeted in Other Charges for such services.

Intrafund Transfers - Accounting mechanism to show expenditure transfers or reimbursements between operations *within the same fund* (the most common example is the General Fund). This mechanism is used to better reflect location of department costs. For example, the Board of Supervisors/Assessment Appeals Board receives reimbursement classified as an intrafund transfer from the Assessor-County Clerk-Recorder for processing assessment appeals.

Maintenance of Effort (MOE) - A statutory obligation to provide a minimum amount of funding or other effort toward a specific program area or budget.

Mission (or Mission Statement) – The purpose or mission of a specific department or agency, it consists of the department/agency name, what it does, who it serves and why it exists (purpose). All programs, services, objectives and performance measures of a given department or agency are directly related to the achievement of its mission. The mission of a budget unit is described in terms of overall service to the public and, if applicable, a legal or constitutional mandate.

Modified Accrual - Under this method, revenues are recognized when measurable and available. Property and sales taxes, interest, certain state and federal grants, and charges for services are recognized when their receipt occurs within sixty days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual basis of accounting. However, expenditures related to debt service, compensated absences, and claims and judgments are recorded only when payment is due. General capital assets acquisitions are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Net Appropriations - Gross appropriations net of Intrafund Transfers. The Net Appropriation is used when summing up the County General Fund budget to eliminate double budgeting of expenditures reimbursed by other General Fund departments which are also included in Gross Appropriations.

Net County Cost – Total Requirements less Total Sources. This figure represents the part of a budget unit's appropriation that is financed by the General Fund's non-departmental revenues, such as property taxes, sales taxes and interest earnings.

Object Level (of Appropriations/Expenditures) - Major classification category of proposed or actual expenditure as defined by State regulations. Object levels include Salaries and Benefits, Services and Supplies, Other Charges, Fixed Assets, Intrafund Transfers and Other Financing Uses. Appropriations are legally adopted at the object level within the County budget.

One-Time Expenditures - Used to describe and differentiate non-recurring expenditures from routine ongoing costs within a given budget. Typically, equipment purchases and capital improvement projects are one-time expenditures. This category may also include single-year appropriations for special purposes.

Other Charges - An Object Level of expenditure which reflects costs not directly provided by an operating department. Includes certain selected expense categories (e.g., telephone, data processing, radio, rent, program service providers (PSPs), support costs for juvenile court wards, welfare recipients, jail inmates or interagency payments).

Other Financing Sources – An Object Level of expenditure which reflects transfers from one Fund to another for purposes such as capital projects and debt service. The General Fund's contribution to the San Mateo Medical Center is budgeted in Other Financing Sources of the Medical Center Enterprise Fund.

Outcome Based Management (OBM) – County management system that integrates Shared Vision 2010 Goals into a department's existing planning, priority-setting, performance measurement and budget development/resource allocation processes so that all programs and services provided by the County continue to make progress toward goal achievement.

Performance Measures – Indicators used to show (1) what/how much a program does – workload and effort, (2) how well the program provides services – service quality, and (3) whether anyone is better off – effectiveness and outcome of the program.

Performance Measures Summary Table – The section of the Program Plan and Budget that reflects all performance measures for the program with two years of historical data, current year estimates and performance targets for the next two fiscal years.

Program – operating unit(s) within a department that provides services to accomplish a specific outcome or purpose under the direction of a manager who plans the activities of the program, monitors its performance, and is held accountable for its success.

Program Outcome Statement – The purpose or mission of a specific program, it consists of the program name/identity, what it does, who it serves and why it exists (purpose and outcome).

Program Priorities – The section of the Program Plan and Budget that identifies specific priorities and actions to be taken by program staff in order to make progress and improvement in the two upcoming years for which the budget is prepared.

Proposition 172 – Common name for half-cent Public Safety Sales Tax, this revenue source provides funding for over 50% of criminal justice expenditures.

Realignment Revenue – Refers to the shift or realignment of responsibility from the state to counties for health, mental health and various social service programs, accompanied by a source of dedicated revenue. The revenues allocated to counties to fund these programs include a ½ cent sales tax, a portion of the Vehicle License Fees and the state General Fund. The cornerstone to realignment is increased county flexibility, discretion and effectiveness. The state's role under realignment is one of oversight, technical assistance and assessment.

Recommended Budget - The Recommended Budget is submitted for approval by the County Manager to the Board of Supervisors in May of each year. Public hearings are held on the budget in June prior to the beginning of the new fiscal year on July 1. The Recommended Budget may include reductions to meet budget targets or to address revenue changes, as well as specific additional funding for proposed projects, activities or purchases.

Reserves (same as Contingencies/Department Reserves) - Those portions of fund balance that are not appropriated for expenditure or legally segregated for a specific purpose. Reserves are not appropriated for designated expenditures and require a 4/5ths vote by the Board of Supervisors to be transferred into appropriations such as Salaries and Benefits, Services and Supplies or Fixed Assets.

Resource Allocation Summary – Total Sources, Total Requirements, Net County Cost and Authorized Positions/FTE summary that is provided in each program budget.

Revenue - Source of income to an operation from any funding source other than Fund Balance.

Revenue Class - The revenue equivalent of an "object level" of expenditure. Revenue is divided into descriptive classes for budgetary classification. Major classes include Taxes, License and Permits and Franchises; Fines, Forfeitures and Penalties; Use of Money and Property; Intergovernmental Revenues; Charges for Services; Interfund Revenues; Miscellaneous Revenue and Other Financing Sources. Revenue estimates are adopted by the Board of Supervisors at the Revenue Class level. Revenue "Sub Accounts" represent the line-item detail for specific revenue sources within a Revenue Class.

Salaries and Benefits - An Object Level of expenditure reflecting the County's compensation costs for employees. Salaries includes all types of cost attributable to personnel services of full-time, part-time, temporary, and extra-help employees, including overtime, vacation pay, sick leave pay and various types of premium pay. Benefits include the County's share of the costs for health, dental, life insurance, retirement, Social Security and Workers' Compensation.

Salary Ordinance - The master legal roster of all authorized positions in the County, delineated by budget unit. The ordinance is maintained by Employee and Public Services. Each year the Ordinance is completely updated to reflect budget changes. The Master Salary Ordinance as well as all amendments to the Ordinance must be adopted by the Board of Supervisors; changes can occur during the year as required.

Service Charges - Charges from servicing organizations for support services provided to a budget unit. These include: radio, telephone, auto insurance, liability insurance, rent, food services (jail and hospital), information system services and revenue collection services.

Services and Supplies - An Object Level of Expenditure reflecting purchase of goods and services. Includes a wide variety of expense categories required to support the purposes of a given activity (i.e., office supplies, travel and contract services).

Shared Vision 2010 – A community visioning process undertaken by the Board of Supervisors in 2000 to work in partnership with the community to achieve a citizen-developed vision for the future. The Outcome-Based Management (OBM) system has been implemented in all County programs and services to ensure alignment and progress toward the goals identified in the Shared Vision 2010 process.

Special Districts - An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, hospital districts, fire protection districts and transit authorities.

Special Funds - Funds used to account for proceeds from specific revenue sources that are legally restricted as to how the revenues may be spent. The Parks Acquisition Fund is an example of this type of fund. It can only be spent for acquiring park land and developing park facilities.

Special Revenue Fund – A fund used to account for revenues legally earmarked for a particular purpose. For example, if property tax revenues are earmarked for library services, a Library Fund would account for the revenues and expenditures associated with such purposes.

TANF – Temporary Assistance for Needy Families

Total Requirements – Reflects all expenditure appropriations, intrafund transfers and reserves.

Total Sources - Reflects all revenues and fund balance utilized to finance expenditure needs.

Trust Fund – A fund established to receive money that the local government holds on behalf of individuals or other governments; the government holding the money has little or no discretion over it. Examples include employee pension funds and taxes collected for other governments.

Use of Money and Property - Revenue account that contains funds received from interest, rent payments or proceeds from the sale of property.

WIA – Workforce Investment Act

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