



## SAN MATEO COUNTY COUNTY MANAGER'S OFFICE

**Date:** May 23, 2008  
**To:** Honorable Board of Supervisors  
**From:** John L. Maltbie, County Manager  
**Subject:** Recommended Budget for FY 2008-09 and FY 2009-10

The budgets for the next two fiscal years reflect the targeted reductions necessary to begin the process of eliminating the County's structural budget deficit by 2013. The Recommended Budget for FY-09 is \$1.73 billion and includes 5,860 positions, down by 12 positions and \$4 million or -0.2% from FY-08. The budget for FY-10 is \$1.7 billion and includes 5,853 positions.

Balancing the budget in FY-09 will require the use of \$26.4 million in reserves. General Fund reserves will be \$209.3 million at the end of FY-10, or 21.2% of net appropriations.

TOTAL REQUIREMENTS - ALL FUNDS					
All County Funds	FY 2007-08 Revised	FY 2008-09 Recommended	Change	% Change	FY 2009-10 Recommended
Total Budget	\$ 1,736,410,209	\$ 1,732,375,827	\$ (4,034,382)	-0.2%	\$ 1,695,622,556
Total Positions	5,872	5,860	(12)	-0.2%	5,853

The following table summarizes Net County Cost adjustments and one-time transfers included in the FY 2008-09 budget:

Ongoing Net County Cost Adjustments	FY 2008-09
Negotiated Salary and Benefit Increases	\$20,560,818
Net County Cost Reductions-Operating Departments	(8,029,604)
Annualized Increase Youth Services Center Debt Service	2,099,054
Addition of Nine Positions Sheriff's Relief Unit	1,525,000
General Fund Contribution Children's Health Initiative	1,500,000
Automatic Timekeeping System/Payroll System Maintenance	1,018,712
3% Cost of Doing Business Increases Community-Based Organizations	1,069,047
Alcohol and Other Drug Strategic Plan Implementation	750,000
Private Defender Contract Increase	608,323
Other Miscellaneous Cost Increases	435,198
One-Time Transfers	
La Honda Landslide Assessment District Contribution	\$4,012,060
Executive Leadership Academy	115,000
Payroll System Upgrade	640,000
Parks Projects	55,000

## **Slowing Economy**

While economists debate whether we're in a recession, our local economy is clearly slowing. Activity in the housing market is 16% slower than last year. The Assessor is lowering assessments on more than 1,000 properties by \$350 million due to falling real estate prices. This budget projects a 7 percent growth in secured property taxes with unsecured and supplemental taxes remaining flat. Property transfer taxes are projected to decline by \$1.8 million.

Slowing retail sales in the current year are expected to reduce Proposition 172 Public Safety sales taxes by \$1.9 million. This will increase net County costs in the criminal justice department budgets. Local sales taxes are up by \$2.2 million, reflecting the recovery of lost jet fuel taxes.

Lower interest rates are expected to reduce earnings by \$3.5 million next year.

The County's employment is projected to remain relatively stable with an unemployment rate of 4 percent. Traffic at the San Francisco International Airport is projected to increase with the reopening of Terminal #2 and the expansion of Virgin America and other low fare airlines, although the impact of high oil prices on future air travel is unknown.

## **State Budget**

The State budget deficit is now estimated at \$17.2 billion. This Recommended Budget includes an estimated loss of \$7.4 million in State and Federal revenue. Based on the May Revise, an additional loss of at least \$23.2 million in Intergovernmental Revenues should be anticipated. The impact on County programs would be follows:

Child Welfare	\$1.6 million
CalWORKs	\$3.4 million
Cash Assistance Program for Immigrants (CAPI)	\$2.0 million
County Administration (of State programs)	\$9.0 million
Criminal Justice Programs	\$7.2 million

The consequences of these proposed reductions on our clients, if adopted, are devastating. An estimated 4,500 children in the County would lose Medi-Cal coverage; 650 clients could lose eligibility for CalWORKs; 263 blind, aged and disabled clients would lose CAPI coverage; and 3,000 SSI/SSP clients would receive no cost-of-living increase during a period of soaring energy and food costs.

Some of the clients who lose CalWORKs eligibility may qualify for General Assistance and children who lose Medi-Cal coverage would qualify for the County's Healthy Kids program thereby significantly increasing net County costs for both programs. Other Medi-Cal cuts will mean longer waits for clinic visits and elective procedures. The proposed Medi-Cal cuts would also result in a statewide loss of \$1.2 billion in Federal funding, thereby further reducing funding for these programs.

## **Five-Year Plan to Eliminate the Structural Budget Deficit**

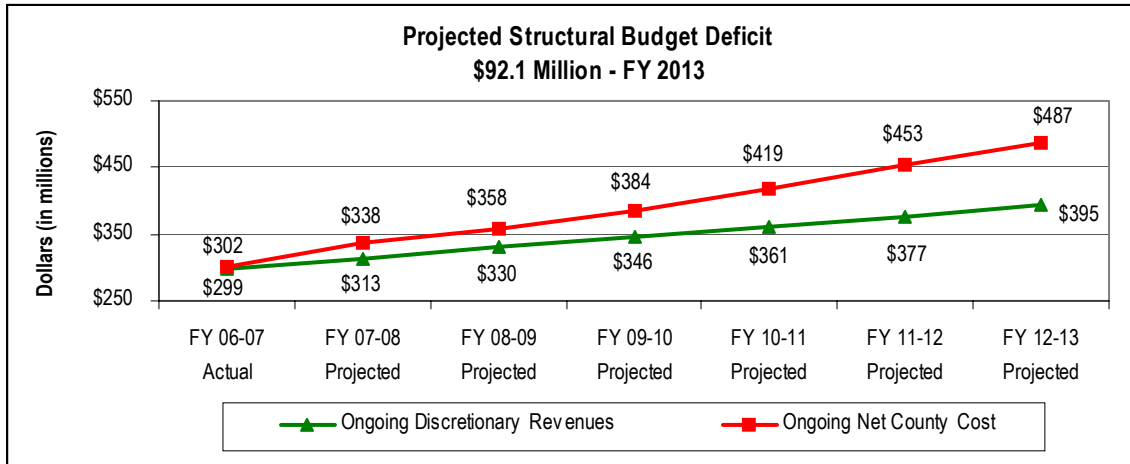
John Kennedy once said, "The time to repair the roof is when the sun is shining." While the County's fiscal sun may have disappeared behind a gathering storm there is still time to get our fiscal house in order. Doing so now will avoid the much more difficult choices neighboring cities and counties are having to make. The crisis facing the City of Vallejo isn't only due to poor financial decisions; it is also due to the failure to act on the consequences of those decisions in a timely manner.

In accordance with Board direction, County departments were directed to hold 5 percent of positions vacant and to maintain a minimum of 2 percent departmental reserve in order to generate salary savings and to make positions available to reduce layoffs. The County has since maintained a 10 percent vacancy rate. A *Budget News* Intranet site was launched in January so employees can provide budget suggestions that will be reviewed by workgroups over the next few months. A community outreach effort to solicit budget suggestions from residents by using the Web tool *Access San Mateo* will begin in the fall.

The Recommended Budgets for FY-09 and FY-10 are beginning to close the gap in the rate of growth between Salaries and Benefits and local County taxes. Total Salaries and Benefits increased by 3 percent in FY-09, with a net reduction of 12 positions.

Major position changes include the deletion of 19 positions from the Medical Center, and the addition of nine positions for the Sheriff's Relief Staffing Unit. There was a slight decline in SamCERA (retirement) contributions, and retiree health costs were held flat as a result of the County setting up an irrevocable trust with CalPERS to prefund 90 percent of its obligation. These efforts have resulted in slowing the rate of growth in Salary and Benefit costs.

The slowing real estate market and loss of state funds have resulted in revenue estimates for the out years being revised downward. Despite meeting budget targets in FY-09 and FY-10, the County will need to close a \$92.1 million gap to eliminate the structural deficit by 2013.



Future budgets will be developed with continued fiscal discipline, using the following strategies, with a firm goal of eliminating the deficit by 2013:

1. Undertake no new expenditures without corresponding new revenue or cost-reduction offsets.
2. Cap the annual rate of increase in General Fund Net County Cost to 5 percent to match the expected growth in revenue. (This will necessitate service reductions).
3. Maintain operating reserves of at least 15% of net appropriations in the General Fund, in addition to 3 percent contingency reserves.
4. Eliminate General Fund subsidies to County Fire and Sanitation Districts.
5. Reduce the General Fund contribution to the San Mateo Medical Center to a level consistent with Welfare and Institutions Code §17000 indigent health care obligation, with a target contribution of \$50 million.
6. Limit future use of excess ERAF to facility and technology infrastructure improvements, productivity enhancements, cost avoidance, reduction of unfunded liabilities, and other one-time uses. Funding priorities for capital and technology projects will be identified through the Five-Year Capital Improvement Program and Five-Year Information Technology Strategic Plan, which already have established oversight committees.

### **Discretionary Net County Cost**

In order to provide the Board with better information on how discretionary General Fund dollars are allocated among County programs, each program in the Recommended Budget includes a Net County Cost Breakdown and a description of Discretionary Net County Cost. The Board has discretion to reallocate these funds for the following reasons: (1) services are mandated but there are no maintenance-of-effort requirements (the majority of discretionary dollars fall in this category), (2) services are mandated with maintenance-of-efforts requirements, but the County covers unreimbursed costs or provides services at a higher level (local overmatch), and (3) services are non-mandated. These sections of the budget are a work in progress and will continue to be refined by our office and departments over the next several months for the Adopted Budget document.

**Sanitation Districts**

There are ten sewer and sanitation districts for which the Board of Supervisors serves as the governing board. These districts contract with other agencies for transport and treatment of sewage. Public Works employees maintain the districts' 150 miles of sewer lines and respond to blockages.

In recent years, the State and Regional Water Quality Boards have significantly increased the requirements on treatment plant operators and all agencies with sewer lines to improve water quality. These requirements have necessitated major capital improvements and additional reporting requirements which have dramatically increased the cost of operations. These costs are passed on to the County sewer and sanitation districts by the other agencies they contract with. Eventually these costs result in higher sewage charges for our customers.

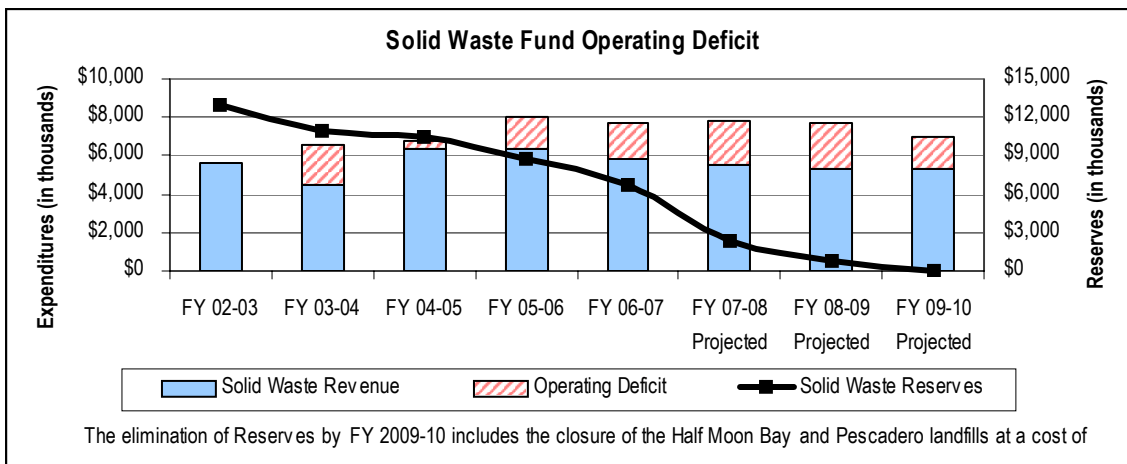
The Crystal Springs County Sanitation District's sewage flows through systems operated by the Town of Hillsborough and the City of San Mateo. The District is obligated, based on existing agreements, to financially participate in the maintenance and upgrades of the downstream systems. In FY-06, the District was billed \$1.2 million for its share of improvements by Hillsborough. The County loaned the District \$1 million from the General Fund to help pay for these improvements. The terms of the loan require the District to repay the County over 7 years. During the first two years, the District made interest-only payments. Beginning in FY-09, the District is required to pay both the principal and interest which will add \$245,459 per year to the District's budget.

On July 24, 2007, the Board held a public hearing to consider rate increases for all sanitation districts. Rate increases were approved in eight districts for five fiscal years (FY-08 through FY-12.) A rate increase was approved for one year for the Crystal Springs County Sanitation District. The Burlingame Hills Sewer Maintenance District had no rate increase due to a Proposition 218 majority protest lodged by the property owners. Public Works has been meeting monthly during the current fiscal year with homeowner associations covering the Burlingame Hills Sewer Maintenance District and the Crystal Springs County Sanitation District to discuss future rate increases that are necessary to fully fund operations, maintenance, debt service, and capital costs. Public Works has conducted additional meetings in May 2008 with property owners in both districts to explain the need for rate increases.

The Recommended Budgets for these districts are predicated on the approval of rate increases to be considered by the Board in July. Should the recommended rate increases not be approved, other options for balancing these budgets and/or governance of the districts would have to be considered.

**Solid Waste Fund**

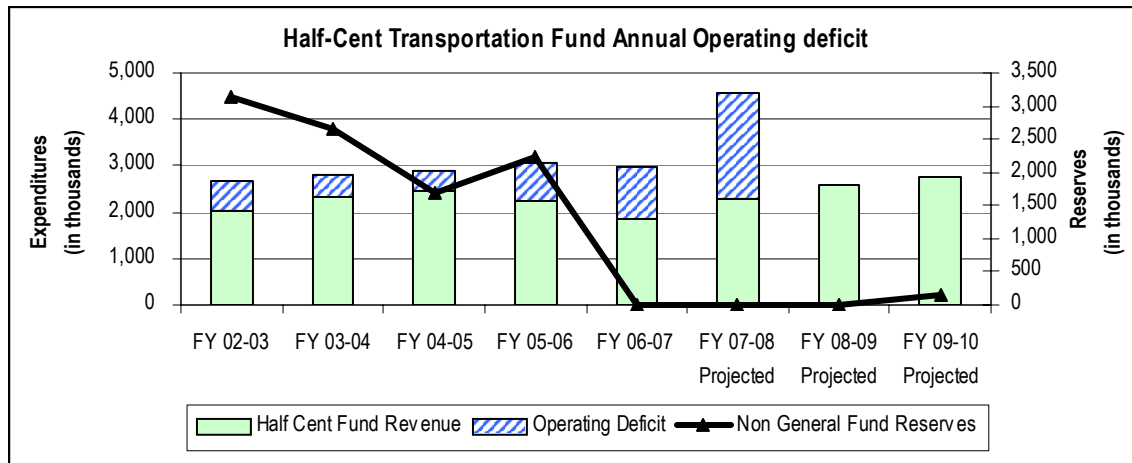
The Solid Waste Fund has had an operating deficit since FY-04. It has utilized reserves to balance the budget without impacting expenditures. At the present rate of expenditures the reserves will be exhausted in two years. Revenues in the fund are derived primarily from "tipping fees" on solid waste transported to Ox Mountain. The revenues peaked in FY-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-03, the most significant changes in expenditures in the fund have been for the CHI (\$2.7 million), RecycleWorks (\$817,000), County waste, medical waste and hazardous material disposal costs (\$255,000), operation of the Pescadero Transfer Station (\$300,000) and costs associated with the closure of the Pescadero and Half Moon Bay landfills (\$3,000,000). The Recommended Budget for FY-09 eliminates CHI from the Solid Waste Fund, which completes the phasing out of this contribution. The General Fund will make up the difference, thereby increasing the County's structural deficit. Additional measures are being researched to balance this fund and to restore a prudent reserve. Some of these items include an increase in tipping fees, an increase in Environmental Health fees to reduce its dependence on the Solid Waste Fund, and an incentive program for County departments to reduce waste, thereby reducing the cost of waste disposal.

### **Half Cent Transportation Fund**

In FY-07, the Board directed the County Manager to reduce expenditures in this fund consistent with on-going revenues. The Recommended Budget is \$2.5 million, a reduction of \$500,000 from FY-06. 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 (\$800,000). The cost of this program has nearly doubled since FY-03 as more employees have used the program and the cost of transit passes has increased. The County has been paying the cost of the transit passes for Court employees. Beginning in FY-09, the Courts will reimburse the County for a portion of these costs. In FY-10, the Courts will be charged the full cost of this program (savings—\$150,000). There will be a small increase in revenue in this fund beginning in FY-10 when the new Half Cent Sales Tax distribution formula goes into effect.



### **Road Funds**

Gas tax funding for basic road maintenance and improvements has declined by 12 percent since FY-01, primarily because it is based on the County's percent of miles and registered vehicles compared to the Statewide total. Funding from the sales tax on gasoline (Proposition 42) has been erratic. The State made allocations in FY-04, FY-05 and FY-06 but no allocation for FY-07 and FY-08. Future allocations are dependent on the State's financial status.

In February 2008, the County received \$7.1 million from the Proposition 1B Transportation Bond. It is not known when the second installment of approximately \$11 million in Bond funds will be distributed. The State will be withholding gas tax payments from April through August 2008 to meet its cash flow needs. Therefore, Public Works must borrow from the Proposition 1B Bond proceeds to meet operating expenses. This will further delay the construction of scheduled projects.

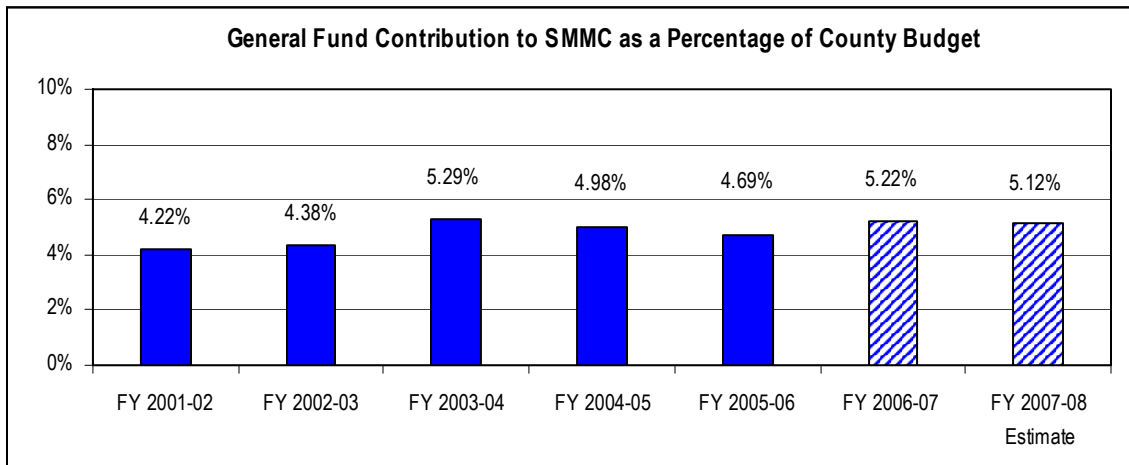
The cost of repairing/improving roads has significantly increased due to higher costs for petroleum-based products and transporting road materials. The California Highway Construction Cost Index has more than doubled between 2002 and 2006.

The increased cost has resulted in fewer projects being undertaken. There is currently a backlog of \$100 million in road projects. The FY-09 budget includes \$3.9 million for new projects.

## Health System Redesign

As a healthcare provider to low and uninsured populations, the County is faced with rapidly escalating costs and a growing uninsured population. The Board of Supervisors has engaged in two high priority efforts to address the County's role in the delivery and coordination of healthcare for low-income and underserved populations: the Blue Ribbon Coverage Expansion Initiative and the Alternatives for the Delivery of Healthcare to the Medically Indigent Population Study. The recommendations from both of these efforts are being pursued as the Health System Redesign Initiative in accordance with a two-year plan approved by the Board.

The San Mateo Medical Center's (SMMC) budget is reflective of the implementation of some of the Redesign Initiative's recommendations. The SMMC budget for FY-09 is \$244,203,283, which is 5.2 percent higher than the prior fiscal year. Nevertheless, the County's contribution is flat at \$72.2 million, which represents a slight reduction as a percent of County General Fund support.



Maintaining the County's General Fund contribution at the prior year level is all the more significant in light of an 8.3 percent increase in the medical CPI and declining MediCal revenues. In order to accomplish this, the Medical Center is proposing implementing a number of cost reduction measures; including, a cook-chill system, already used by many hospitals and institutions to reduce labor costs (savings—\$188,798); outsourcing the transportation program that assists patients in getting to medical appointments to a private company (savings—\$241,429); and reducing Administrative Days by moving patients to lower levels of care (savings—\$500,000).

If these recommendations are not implemented, the County's contribution to the Medical Center will increase as will the County's structural budget deficit.

While it is clear that there is no "magic bullet" to address the complex forces that influence our policy choices in the healthcare arena, it is also evident that we have the opportunity to improve our healthcare system for the underserved and better target the General Fund resources that we devote to healthcare delivery. This Health System Redesign Initiative focuses on several priority areas, including eligibility and administration, chronic disease management and care coordination, integration across levels of care, and the development of a "Community Health Network for the Underserved" in partnership with private healthcare delivery organizations.

The Health Management Associates study revealed that the County's per capita contribution for medically indigent healthcare services is among the highest in the country. Absent significant change in how the County delivers healthcare and in contributions from private providers, the current system is unsustainable at its present level.

Our history of progressive public policy choices has produced unique assets that position the County to better meet the healthcare needs of underserved populations. Our plan is to collaborate with private healthcare providers to create an effective public-private network for the underserved in San Mateo County.

## **Improving Outcomes for Children of Color**

African American children account for only 2 percent of all children in San Mateo County, yet these children are overrepresented in the foster care and juvenile justice systems. Research indicates that children, particularly minority children, who enter the child welfare system, are more likely to remain longer; to experience multiple moves from foster home to foster home; and to be adjudicated in the juvenile justice system. They are less likely to return to their families of origin or to be adopted. The overrepresentation of African American children in the San Mateo County child welfare system is a symptom of a much larger issue: the urgent need to improve outcomes for children of color in our community.

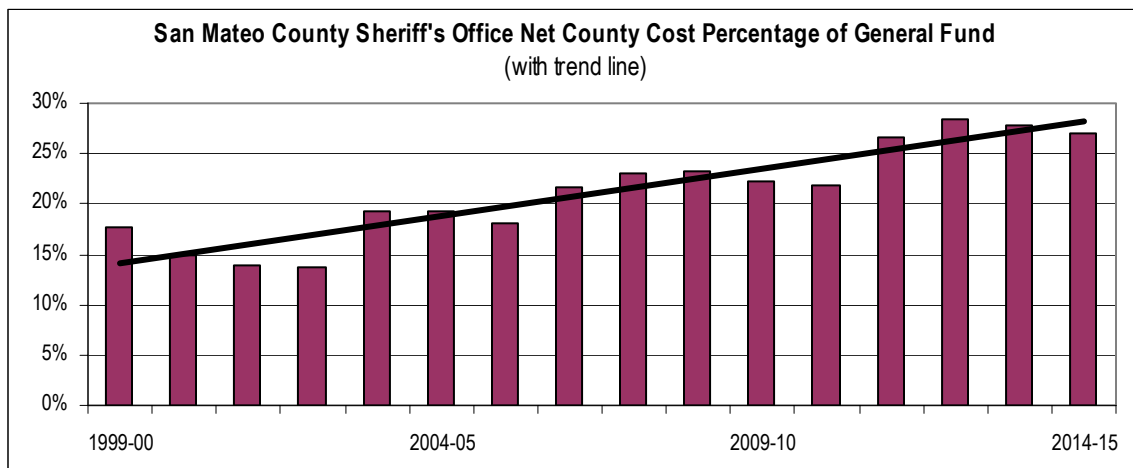
The disproportionate representation of children of color in the County's child welfare and juvenile justice systems is something we have known about for some time. In his famous *Letter from the Birmingham Jail*, Dr. Martin Luther King wrote, "I am in Birmingham because injustice is here...[and] injustice anywhere is a threat to justice everywhere..." It is time for us in San Mateo County to end this injustice!

The Recommended Budget includes \$150,000 to study this complex issue and prepare concrete actions to reverse these trends. The Courts should be invited to be active partners in this review. The study will analyze data, review processes, identify any systemic biases that exist, and recommend best practices that will achieve equitable outcomes for all children in these systems. The results of this review and appropriate policy recommendations will be reported to the Board through the Housing, Health and Human Services Committee.

## **Criminal Justice System**

This past year included a number of important milestones in the County's continuing efforts to effectively deal with the myriad of challenges affecting the criminal justice system. Locally, a Needs Assessment study was completed. This study projected future jail populations and was used as a basis for an application to the State for funding under the AB900 legislation. Unfortunately, the County was not awarded funding in this round. Moreover, it is likely that the State will attempt to shift some of its costs for prisons and parole to counties in response to the lawsuits pending in Federal Court and its budget crisis. It has become increasingly clear that the criminal justice system in California needs a dramatic overhaul to better protect the public in an efficient and cost-effective manner.

There is an apparent contradiction between the Needs Assessment forecast for a significant increase in the number of local jail beds and declining crimes and arrests and an aging population. Before moving to the next phase of siting and designing a new correctional facility, the Board should revisit the assumptions upon which the AB900 application was based: in particular, the premise that no new alternatives to incarceration or case expediting or other population reduction strategies have been considered. The capital investment required to replace the Maple Street facilities and provide for increased inmate capacity is comparatively small in light of the long-term operating expense.



We are reminded of a quote that was a part of the State's response to the Federal overcrowding lawsuit: "Trying to solve prison overcrowding by building more cells is like trying to solve obesity by buying a bigger pair of pants." It is time for a comprehensive, systemic change in the use of jails and prisons to treat the mentally ill and those with alcohol and substance abuse problems, and to reverse our abysmal record of release without reform leading to subsequent recidivism.

### **Public Safety Communications**

Public Safety Communications (PSC) is working on several projects to improve emergency response services to San Mateo County residents. On June 3, 2008 PSC began taking 911 calls from cell phones served by Sprint/Nextel with service to all phone providers available by the end of the summer. PSC will answer about 40 percent of the wireless 911 calls originating in the County because the Highway Patrol has jurisdiction over calls from all state roads and highways. PSC is also starting a one-year SMART 911 pilot program with a vendor that provides supplemental information to dispatchers about a caller's premises when a 911 call is received. The final PSC project is associated with the upcoming contract negotiations for Emergency Medical Services (EMS). PSC will work with the selected EMS vendor to enhance the PSC Computer Aided Dispatch system to improve emergency response time and increase EMS provider accountability.

### **Emergency Medical Services Ambulance Costs**

After two years of redesign efforts, the Health Department issued the Request for Proposal (RFP) for emergency medical services in late March 2008. The responses to this request are due in July, with the goal of bringing a new contract to the Board in December of 2008. San Mateo County currently has the highest patient cost in the Bay Area for this service, and the RFP strongly encourages the bidders to maintain the current rate for at least one year. As we pursue our efforts in healthcare redesign it is important that we require all parts of the medical care system to perform economically without compromising patient care. We must guard against increasing patients' bills to the point they stop using this service.

### **Implementation of Organizational Review Recommendations**

The Review prepared by Management Partners was approved by the Board in April 2006 and has guided the organization in a number of high priority areas, including assignments in this office and other administrative services and reinforcing the importance of succession planning. All 79 recommendations have either been implemented or are in the process of being implemented. The Succession Planning efforts include creating succession plans for retiring managers, preparing existing managers for executive level positions, meeting the annual target of 20 hours of training for all County employees, expansion of mentoring programs and multimedia training, preparing individual development plans, and marketing to youth. The need for additional resources will be identified and included in the September Revisions.

### **Youth Services Center Bond Restructuring**

In 2003, the County issued \$155 million in variable rate bonds known as Auction Rate Securities (ARS) to build the Youth Services Center (YSC). This structure has generated over \$8 million in savings for the County. Earlier this year, Fitch Ratings downgraded our bond insurer, Ambac, and the municipal bond market experienced a significant number of failed auctions, including the auctions for the YSC bonds. As a result, the County is currently paying a rate of more than 6 percent on the YSC bonds. If allowed to continue, the County would continue paying an additional \$3 million per year in YSC debt service, which is currently budgeted at \$9 million per year. Accordingly, the County is restructuring the bonds to more traditional variable rate demand obligations, which removes them from the ARS market and keeps the County's total cost of borrowing below 4 percent. This will keep annual debt service at around \$9 million as originally budgeted. The County has obtained the highest rating for a California county from Moody's (Aa1) and one of the highest ratings from Standard and Poor's (AA+). These excellent ratings will result in reduced borrowing costs of \$1.6 million.

### **Five-Year Capital Improvement Program**

In March 2008, Public Works completed a comprehensive evaluation of all County facilities. The evaluation rates each facility and has been loaded into the Facilities Condition Information System (FCIS). This system is used in the priority-setting process to recommend projects for the Five-Year Capital Improvement Program. The Recommended Budget includes the preliminary five-year plan, with a detailed list of projects and funding sources, which amounts to \$30.9 of General Fund contributions. It also includes \$17.4 million to address deferred maintenance needs. Future budgets will include continued investments to address facilities deficiencies based on the Facilities Condition Index (FCI) assigned by FCIS.

### **Five-Year Information Technology Strategic Plan**

The 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 Management Partners Study. In June 2008, 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 so that key initiatives can be prioritized and included in the September Revisions and future budgets. The plan will be a living document, to be updated every three years, with the goal of ensuring a minimum level investment in the County's information technology needs, similar to the approach being taken for facilities and capital improvement needs.

### **Management Reviews**

A County Review Team led by the Macias Consulting Group, with representatives from the County Manager's Office, the Human Services Agency and Human Resources, conducted the County's second management review. The newly appointed Director of the Human Services Agency recognized the management review process as an opportunity to examine strengths and identify areas of improvement for the Financial Services Unit. The objective for the review was to determine how the Financial Services Unit could strengthen its financial management environment given the retirement of its Finance Director and other key personnel over the next five years. The scope of the review included an examination of functions and processes and delivery of support services to direct program areas. Preliminary findings and recommendations will be presented to the Board's Finance and Operations Committee in June. The next round of management reviews is planned to begin in the Fall.

### **Shared Vision 2025**

Since 2001 Shared Vision 2010 has driven San Mateo County's policies, programs and spending priorities. During the past year, we embarked on an ambitious effort to update Shared Vision 2010. At ten community forums we asked: *What is the most important goal that San Mateo County should set for the year 2025?* What we heard from the 1,000 participants is the desire for a healthy, connected, collaborative and sustainable community. While we are still in the process of developing the final goal statements, it is clear that in the coming year Shared Vision 2025 will provide an important new framework to conduct a deliberative, priority-driven budget process—one that engages the community in the challenges and difficult choices to be made in order to provide the desired level and mix of services with constrained resources.

### **Conclusion**

As we told the Board last year in the Budget message, eliminating the structural deficit will require difficult decisions regarding service levels, salary and benefit costs, and capital needs. These decisions will undoubtedly result in some hardship to our clients, our citizens and our employees. But we are also reminded of what Jacques Cousteau said, "If we were logical, the future would be bleak indeed. But we are more than logical. We are human beings, and we have faith, and we have hope, and we can work." Eliminating the County's structural budget deficit during a weakening economy and an unprecedented state budget crisis will require faith that the plan previously approved by the Board will accomplish this end, hope that the local and state economies will quickly improve, and hard work and discipline by County workers to keep doing more with less. We dare not fail in this effort. For the consequences of failure are profound indeed—the loss of public confidence, the inability to meet the basic needs of our most vulnerable citizens, and mass layoffs—things from which it would take the County a generation to recover.

As always, our thanks to the Board for your leadership in meeting the needs of the County's residents, to the County's department heads for their leadership and commitment to public service, and to the men and women who work so hard and so honorably in doing the work of County government. Finally, our deep gratitude to all those who have worked on this document: Michael Bolander, Jeremy Dennis, Reyna Farrales, Conrad Fernandes, Christine Hollender, Betsy Jack, Peggy Jensen, Connie Juarez-Diroll, Mina Lim, Joy Limin, Hong Liu, Michelle Lopez, Mary McMillan, Ross Nakasone, Ashnita Narayan, Dennis O'Rourke, Marie Peterson, Jim Saco, Joanne Ward, Marshall Wilson and Jack Yaco. We know the long hours and deadlines that are required to

prepare a budget. In your work you go “above and beyond” what is required to ensure a document whose accuracy can be relied upon by the Board in making sound public policy decisions.

John L. Maltbie

David Boesch



P.S. As I close my final budget message to you during these difficult times I leave you with the words of the man who inspired my career in public service, words that seem particularly appropriate right now:

“... of those to whom much is given, much is required. And when at some future date the high court of history sits in judgment on each one of us—recording whether in our brief span of service we fulfilled our responsibilities to the state—our success, our failure, in whatever office we hold, will be measured by the answers to four questions- were we truly men [and women] of courage, were we truly men [and women] of judgment, were we truly men [and women] of integrity, were we truly men [and women] of dedication?”—John F. Kennedy, 35th President of the United States

To these four questions I would add a fifth, “were we truly men and women of compassion?” When I leave the County in December, my thoughts will be with the Board and the men and women who work here. I know that your actions during these challenging times will truly withstand the judgments of history by these or any other standards.

