



## SHARED VISION / SHARED COMMITMENT



COUNTY OF SAN MATEO

FY 2013-14  
FY 2014-15

RECOMMENDED BUDGET





# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15

## RECOMMENDED BUDGET



## BOARD OF SUPERVISORS

DAVE PINE, 1ST DISTRICT

CAROLE GROOM, 2ND DISTRICT

DON HORSLEY, 3RD DISTRICT

WARREN SLOCUM 4TH DISTRICT

ADRIENNE TISSIER, 5TH DISTRICT

RECOMMENDED BY:

JOHN L. MALTBYE, COUNTY MANAGER





# COUNTY OF SAN MATEO

## FY 2013-14 / FY 2014-15

### RECOMMENDED BUDGET

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Dedicated to Mary McMillan, Deputy County Manager (retired)

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Debt Service Fund  
Grand Jury  
Retirement (SamCERA)

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County Support of the Courts  
District Attorney  
Fire Protection / CSA #1  
Message Switch  
Private Defender Program  
Probation Department  
Public Safety Communications  
Sheriff / Office of Emergency Services

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Board of Supervisors  
Controller's Office  
County Manager's Office  
Treasurer-Tax Collector's Office  
Health System

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Department of Child Support Services  
First 5 Commission  
Human Resources Department  
Human Services Agency  
Information Services Department

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Capital Projects  
Construction Funds  
County Library  
Department of Housing  
Department of Public Works  
Planning and Building Department  
Real Property Services  
Parks Department  
LAFCo

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Finite Matters Limited, Cartwright Design Studio





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**County of San Mateo  
California**

For the Fiscal Year Beginning

**July 1, 2012**

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, 2012. 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.



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RECOMMENDED BUDGET**

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## Shared Vision / Shared Commitment

Honorable Board of Supervisors:

I am pleased to submit the Recommended Budget for FY 2013-14 and FY 2014-15. This budget represents a significant change from prior year budgets in three distinct ways. First, it is a two year budget with both years prepared at the detail level. Although the County Budget Act only allows the Board to formally adopt the Recommended FY 2013-14 Budget, the FY 2014-15 Budget was prepared in such a way that minimal revisions will be required next year. This will save the County thousands of staff hours and provide the Budget and Policy Unit the time needed to conduct in-depth performance reviews during the off-year. Second, this budget has a new section that aligns key performance measures and community indicators with the Board's adopted Shared Vision 2025 Community Outcomes. This will begin the process of developing performance dashboards for the Community Outcomes and ultimately, County programs. Third, this budget returns to the more traditional approach of displaying the budget in the agency format: Criminal Justice, Health Services, Social Services, Community Services, and Administration and Fiscal.

In the coming year, we will work more closely with the departments to create a performance management culture that:

- Aligns employee goals with Shared Vision 2025 community impact goals;
- Measures outcomes and the most productive use of public resources;
- Uses evidence and data to make better operational and strategic decisions;
- Engages employees and other stakeholders to continuously improve performance; and
- Uses benchmarks to compare performance and learn from peers in other organizations.

The context in which this budget is developed is an improving local economy. The June unemployment rate of 5.4% in San Mateo County is the second lowest of all 58 California counties. The median sales price for a single family residence in San Mateo increased by 22% from June, 2012 to June, 2013. The San Francisco International Airport estimates annual boardings at 44.7 million passengers, which exceeds pre-recession levels.

The continuing economic recovery and the new sales taxes (Measure A) and rental car taxes (Measure T) have improved the County's long-term fiscal outlook. Dissolution of the Redevelopment Agencies will increase on-going property taxes by \$5.6 million a year. Leasing the Circle Star complex will increase revenues by \$1.7 million in FY 2013-14 and \$5.8 million in FY 2014-15.

The Recommended Budget for FY 2013-14 is \$2.1 billion, and in FY 2014-15 is \$1.9 billion. This decline in the second year represents a one-time \$50 million pay down of unfunded retirement liability in FY 2013-14, reduced capital requirements for the Maple Street Correctional Center (MSCC), completion of other capital and technology projects, reduction in Affordable Care Act (ACA) "ramp up" expenses and reduced elections expenses. The General Fund requirements reflect a similar trend declining by \$119 million over the same period. We anticipate that the General Fund's fund balance will be approximately \$300 million in FY 2013-14 (about the same level as it was in FY 2010-11) and then decline to \$242 million in FY 2014-15 reflecting the pay down of unfunded retirement obligations. The General Fund contingencies/reserves are expected to decline slightly but still exceed the 10% required by Board policy.

The Recommended Budget does not include Measure A sales tax revenues or expenditures. The tentative list of Measure A proposals will be reviewed by the Board during the budget hearings. Once approved the appropriations and revenues will be included in the final budget.

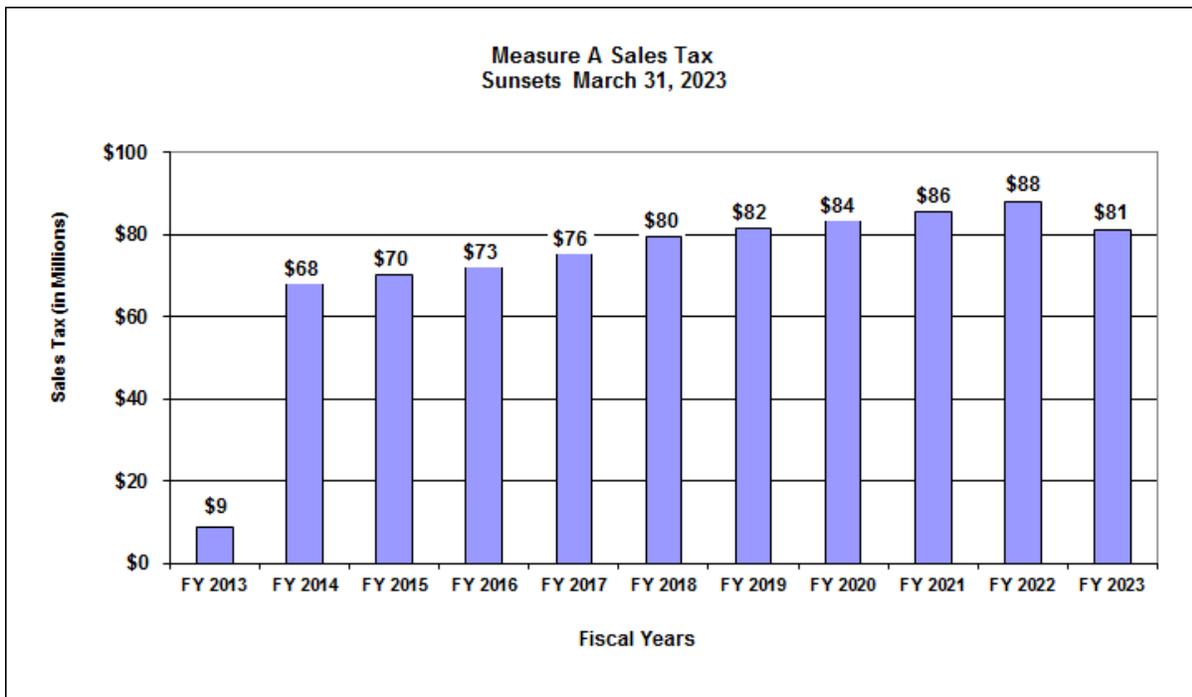
Measure A funds will be tracked in a separate fund in order to retain their identity for reporting purposes. Any unbudgeted revenue or unspent appropriations will remain in this fund to be appropriated by the Board at a later date.

The Controller believes this is the best way to achieve accurate reporting to the Measure A Oversight Committee and the Board of Supervisors.

The number of new positions in the Recommended Budget total 112 in FY 2013-14 and 42 in FY 2014-15. The new positions being recommended are primarily for the implementation of the ACA and the opening of MSCC. The overall level of staffing is still approximately 10% less than in FY 2008-09.

### Measure A Sales Tax

In November 2012, the voters overwhelmingly approved a one half-cent increase in countywide sales taxes for a period of 10 years. It is anticipated that this will generate approximately \$68 million in FY 2013-14 increasing to \$88 million by FY 2021-22. There will be a slight decline in FY 2022-23 as the tax will only be collected for 9 months before it terminates.



The Board directed that a process be established to engage the public regarding possible uses for Measure A funding. Accordingly the Board held two public workshops and received input on the County's "Speak Out" web-site. Based on this feedback the Board directed the County Manager to submit recommendations for services and/or projects that met the following criteria:

1. Consistent with the needs identified in the text for Measure A;
2. Fills gaps in services for vulnerable populations;
3. Leverages Measure A funds with other revenue;
4. Repairs county infrastructure;
5. Improves the efficiency/effectiveness of County operations resulting in long-term savings;
6. Utilizes evidence-based approaches to service delivery; and
7. Engages other stakeholders.

The Board received 22 separate reports and recommendations for Measure A expenditures. The County Manager was directed to bring back those recommendations tentatively approved by the Board for consideration during Budget Hearings.

### Measure A Proposals

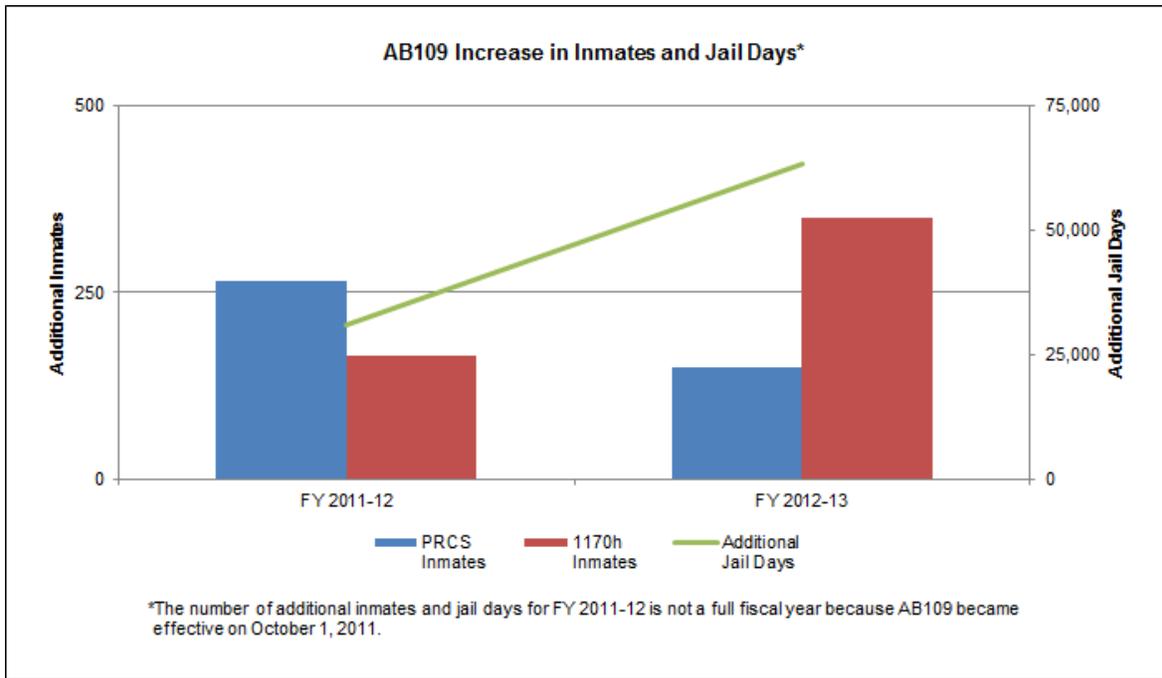
Proposal Description	FY 2013-14	FY 2014-15
Agreement with Seton Medical Center	\$11,500,000	\$TBD
Bicycle Coordinator	80,000	75,500
Buildings and Facilities Infrastructure	4,640,000	12,000,000
Coastside Response Coordinator	30,000	30,000
Core Service Agencies - Performance Management System	300,000	25,000
County Fire Engine and Vehicle Replacement Fund	2,000,000	1,500,000
Court Appointed Special Advocates (CASA) for Foster Care	100,000	100,000
Early Learning and Care Trust Fund	5,000,000	5,000,000
East Palo Alto Homeless Shelter Operating Expenses	700,000	500,000
Homeless Outreach Teams	150,000	150,000
Library Capital Needs	2,000,000	0
Library Summer Reading Programs	328,300	206,300
Medical Services in Pescadero, La Honda, Loma Mar, and San Gregario	551,180	402,359
Mental Health System of Care for Adults	2,698,794	1,397,588
North Fair Oaks General Plan Implementation	3,403,500	3,080,000
Parks Department	1,766,208	1,766,208
Parks Department Capital Projects	3,500,000	0
Prevention and Early Intervention - At Risk Children	3,989,139	5,325,874
SamTrans - Services to Youth, Elderly, and Disabled	5,000,000	5,000,000
School Safety	473,219	473,219
Technology Infrastructure and Open Data	3,230,000	3,230,000
Veterans Services	100,000	100,000
<b>TOTAL</b>	<b>\$51,540,340</b>	<b>\$40,362,048</b>

It was the general consensus of the Board that not all of the anticipated Measure A funds would be appropriated in the first year thereby providing the flexibility to meet unanticipated challenges/opportunities in the future. Accordingly, it is estimated that the County will have generated \$147 million in Measure A funds beginning in April, 2013 through June, 2015. Services/projects tentatively approved by the Board total \$92 million leaving an unspent balance of approximately \$55 million.

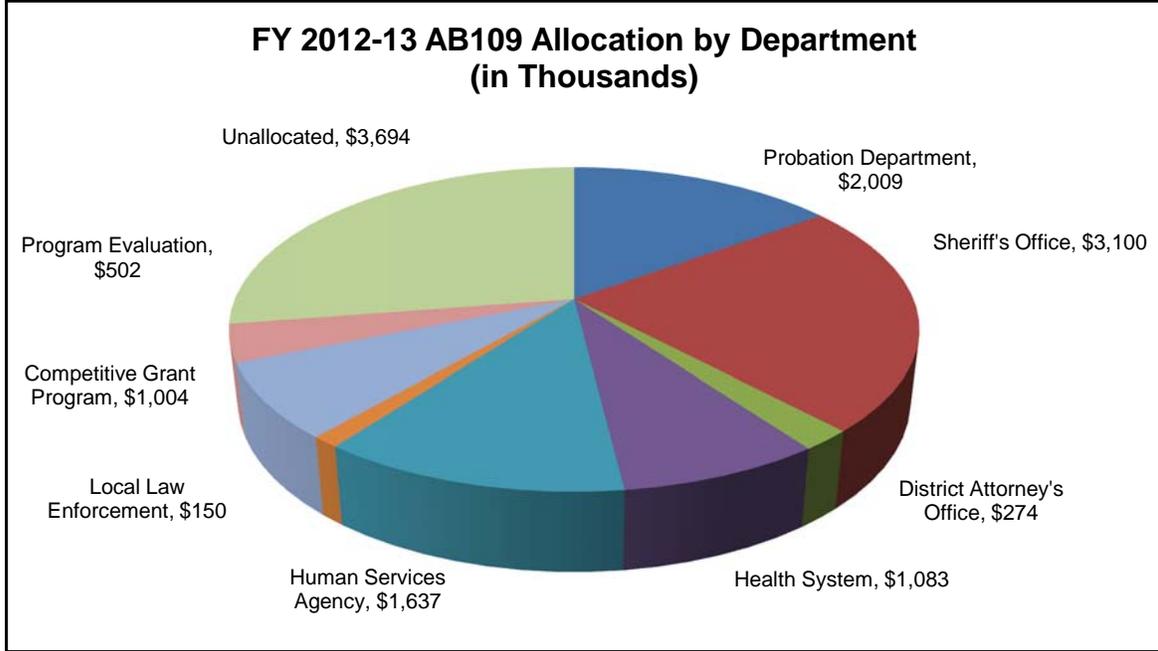
Measure A was approved for 10 years. Therefore it is critical that the expenditure of these funds produce long-term savings or result in future cost-avoidance so that the County does not have to make significant program reductions should the Board not seek the reauthorization of these funds or a reauthorization is rejected by the voters.

**Criminal Justice Realignment/Maple Street Correctional Center**

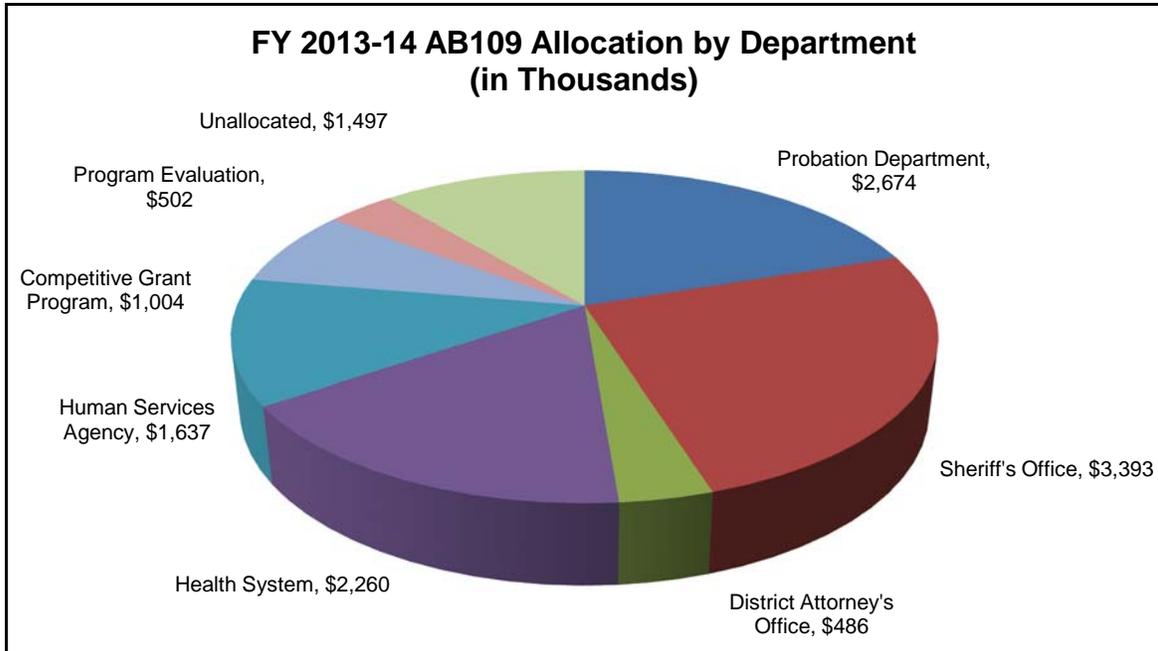
Implementation of Assembly Bill 109 (Chapter 15, Statutes of 2011), or Criminal Justice Realignment, continues to result in challenges and provide opportunities for the County. The following chart illustrates the increase in inmate days and probation caseloads due to realignment.



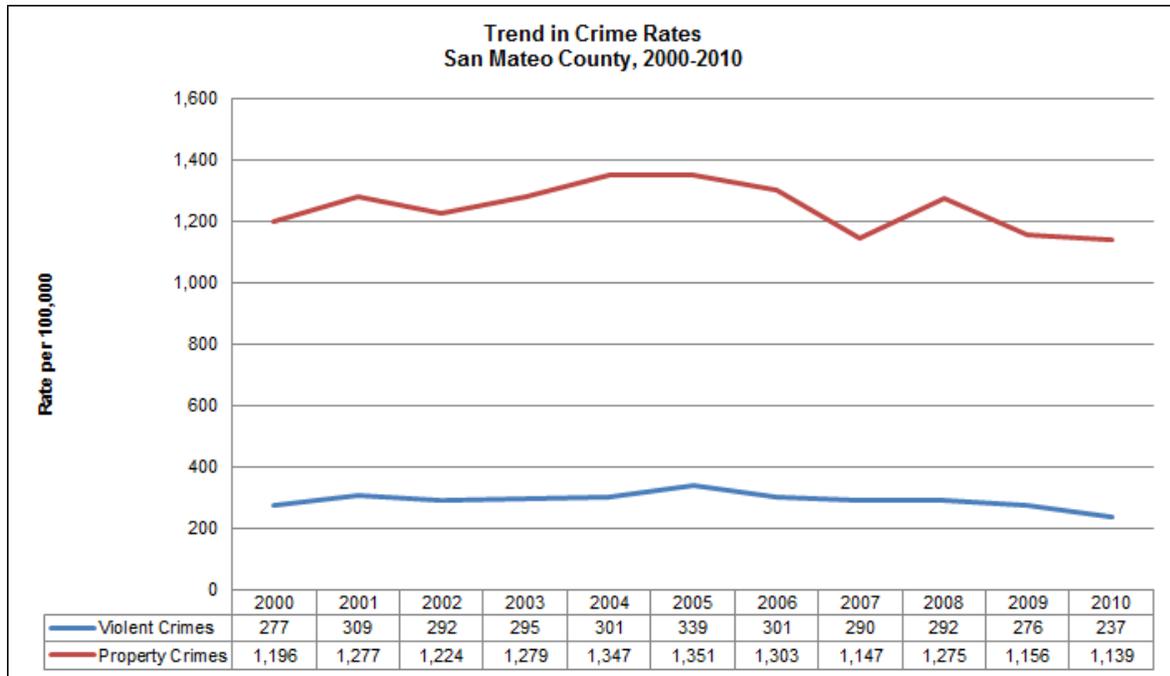
It is anticipated that the County will continue to experience growth in jail and probation caseloads due to Realignment. The Court has helped to ameliorate the growth of inmate days by utilizing “split sentences” (jail time and probation). Nevertheless the jail system continues to average approximately 1,046 inmates a day significantly over the system-wide board-rated capacity of 834. It is estimated the County will receive \$13.4 million from the State in FY 2013-14.



A permanent allocation formula has not yet been finalized and the allocation in FY 2014-15 and beyond is not known at this time. To date the County has managed the increased costs of Realignment within our State (AB 109) allocation. Unspent funds are being retained in this account to assist the Sheriff in staffing the MSCC.



There is insufficient data to draw any definitive conclusions regarding the impact of Realignment on public safety. After reaching a peak in 2005, both violent crimes and property crimes have steadily decreased and are currently below the 2000 levels.



The County's long-term strategy for maintaining public safety, humanely housing prisoners and containing costs include: building the Maple Street Correctional Center (MSCC), robust rehabilitation programming, and community early intervention and prevention programs.

The MSCC is under construction and on track for a first phase limited opening in July, 2015. The construction costs are within the \$165 million budget. The County continues to work with the State to receive grant funding to offset some of the construction costs. We should know later this fall if we are successful. The County is also working on a bond issue (approximately \$200 million) to cover construction and other related project costs.

The opening of MSCC will provide the necessary space to conduct extensive rehabilitation programs. The Sheriff is implementing the recommendations in the Research Development Associates (RDA) report that will enable him to provide necessary programming for inmates within MSCC and transition them to lower levels of custody as they successfully complete programs. Hopefully this will result in a seamless reentry of inmates into the community under probation supervision. If successful this approach should result in less recidivism (currently the State average is 70 percent), fewer crime victims and lower future jail and probation caseloads and costs.

The last component of this strategy but in many ways the most important is early intervention and prevention. This strategy is larger than the County government. To be successful it will require the active engagement of the entire community — schools, cities, faith-based organizations, non-profits, philanthropic foundations, service clubs, businesses and parents. If it "takes a village to raise a child" all of us in San Mateo must join together to be that "village!"

Measure A provides the County with the necessary "seed" funds to engage our community partners in this effort. Tentative Measure A funding for the "Big Lift" (the early childhood learning initiative to achieve 80 percent of students reading at grade level by the end of the 3rd grade), improved and expanded mental health services for young children, and expanded summer reading programs to maintain reading proficiency; as well as continued funding for universal children's health care are all examples of programs that help children succeed in school. We know that when children

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succeed in school they are more likely to be law abiding, productive citizens and less likely to engage in anti-social, unhealthy and non-productive behaviors that result in costly public programs.

What we need from our partners in this endeavor is a common commitment to shared goals, the reallocation of resources to evidence-based programs designed to achieve these goals and a willingness to collaborate by looking beyond organizational boundaries to the common good. None of this will be easy but it is necessary if we are to achieve a community that is safe, healthy and just; and that meets the community's needs by using its limited resources wisely, enabling its citizens to thrive.

### **Affordable Care Act (ACA)**

Both Health and Human Services have been working tirelessly for over a year to prepare for open enrollment beginning October 1, 2013.

Over 47,000 San Mateo residents will be eligible for subsidized or free insurance. In addition to the start of Covered California's provision of private, subsidized insurance, the Medi-Cal program will be expanded for very low income residents. We estimate that there are 13,000 San Mateo residents who are eligible for this expanded Medi-Cal coverage. I am pleased to report that through the efforts of the Health System's Health Coverage Unit, we have already identified and enrolled 9,000 of these individuals.

The expansion of coverage will bring new challenges, as well as opportunities. It is important for the Health System to retain patients with new coverage who will have more freedom to choose other providers. As one example of our efforts in this area, the new clinic in South County will open in November, allowing us to consolidate three clinics currently in substandard facilities into one modern, state-of-the-art facility.

Another major focus of the Health System is to improve the quality of, and patient's experience with their care through the LEAN improvement process. The San Mateo Medical Center has made impressive strides already, reducing wait times for primary care appointments by 40% without additional resources. In the next two years, the LEAN process will be used in other parts of the Health System, including Behavioral Health and Aging & Adult Services.

The Affordable Care Act will also bring financial challenges to the Health System. While more patients will have insurance coverage and thus a source of revenue to pay for care, many patients are excluded from coverage entirely. And many others will not enroll at first, unaware or wary of these new programs. The challenge for the Health System is that there will be fewer insured patients requiring County subsidy, but this reduction may be more than offset by the loss of State and Federal funds. Perhaps the most obvious threat is the large reduction in Health Realignment funds that was forced upon counties by the State — the Health System will lose \$4 million in FY13-14 and up to \$17 million in FY 14-15.

I am pleased to report that with the collaboration of the Health Plan of San Mateo, the Health System has been able to generate sufficient funds through intergovernmental transfers to backfill behind these losses for the next two fiscal years. At the same time, the Disproportionate Share Hospital payments from the Federal government are also scheduled to decrease, though the amounts are uncertain. The Health System revenue projections are based on its best estimates of how the ACA will play out. During the next two years, the Health System will be working hard to retain paying patients and further increase its efficiency.

In addition to an increase in the availability of affordable insurance, the Affordable Care Act also brings new benefits. Of particular importance is the inclusion of significant mental health and substance use treatment in all coverage. The recognition that behavioral health issues affects millions, and that early intervention and treatment can save money and lives is important.

## **Rebuilding Infrastructure**

The Capital Budget for FY 2013-14 is \$136.4 million, and for FY 2014-15 is \$82.9 million, which includes \$158 million for the Maple Street Correctional Center (MSCC) over two years. The 5-Year Capital Plan includes an additional \$194 million in capital expenditures.

Measure A will enable the County to begin rebuilding its infrastructure. Even before the Great Recession the list of “deferred maintenance” items was long and growing! The onset of the recession resulted in the virtual cessation of capital spending, except for the new jail.

In the Information Age “infrastructure” involves more than brick and mortar. The following major technology projects are being recommended for funding over the next two years:

<b>Project</b>	<b>Cost (Millions)</b>	<b>Funding</b>
Network Upgrades	\$6.0	Measure A
Radio Replacement	\$5.4	Prop. 172, Reserves
Criminal Justice Integration	\$18.0	Prop. 172, Reserves
Property Tax System	\$3-16	Reserves
Payroll / HR System	\$12.4	Reserves
Web Redesign	\$1.4	Reserves

The major Capital projects included in the Recommended Budget are:

<b>Project</b>	<b>Cost (Millions)</b>	<b>Funding</b>
MSCC	\$157.9	General Fund, Bond Proceeds
Camp Glenwood Improvements	\$1.2	General Fund
Devil's Slide	\$1.9	General Fund
Parks Projects-Other	\$7.0	General Fund, Parks Funds
Skylonda Fire Station	\$4.0	Bond Proceeds
Housing Projects-TBD	\$13.6	Low / Mod Income RDA Funds
Morgue Remodel	\$0.7	General Fund
Med Center Co-Gen and HVAC	\$3.1	General Fund
Med Center Projects-Other	\$5.3	General Fund, Medical Center
Roads, Utilities, Airports	\$16.5	Gas Tax, Property / Spec Tax, FAA

Capital projects not yet included in this budget but tentatively approved by the Board using Measure A funds are:

<b>Measure A Projects</b>	<b>Cost (Millions)</b>
EOC / Dispatch	\$16.3
Parks	\$3.5
Pescadero Fire Station	\$6.0
Cordilleras (Initial Study)	\$0.25
Sustainability Projects	\$0.14

In September, we will also be recommending \$1.5 million over the next two years for five additional positions, three of which will be part of the Agile Pilot, to ensure that approved capital projects are completed on-time and within budget.

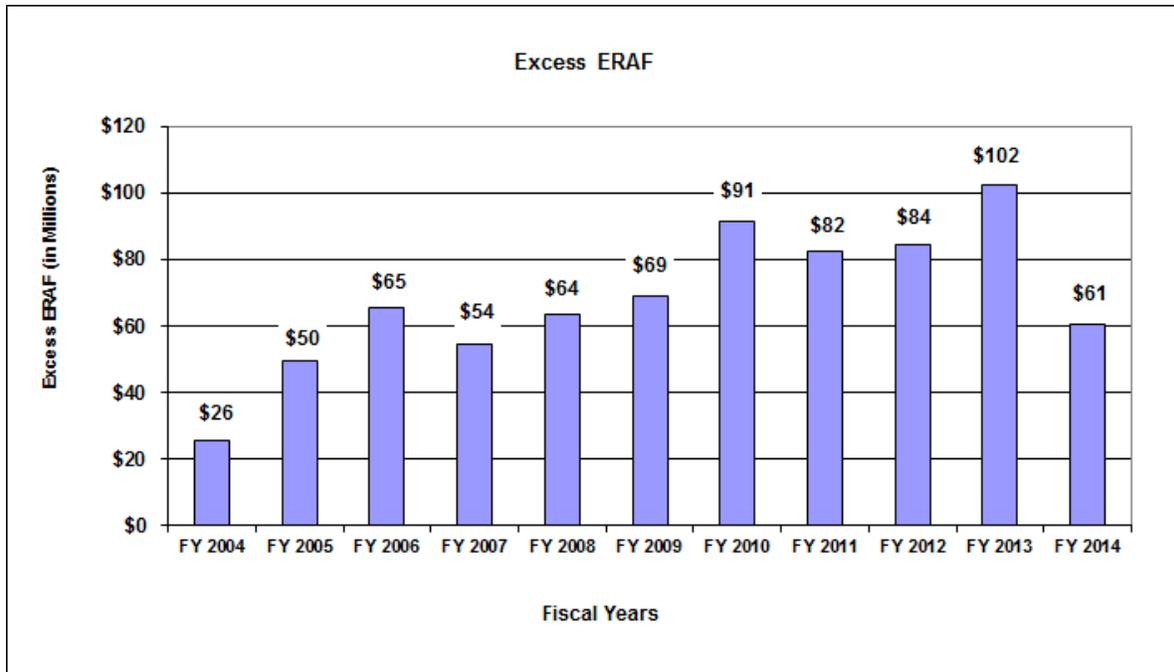
### **Unfunded Retirement Liability**

The Retirement system is currently funded at 72% of its total obligations. The County's Unfunded Actuarial Liability (UAAL) is approximately \$960 million. Annual pension costs are approximately \$150 million including the normal contribution and the UAAL amortization.

On August 6, 2013 the Board voted to accelerate the UAAL amortization by contributing \$50 million from reserves in FY 2013-14 and \$10 million a year for the next 9 years. The \$10 million annual contribution will come from a combination of Excess ERAF and departmental reserves. If all the actuarial assumptions are realized the retirement system would be funded at 90 percent in 7 years and 100 percent in 11 years. The County's annual contribution will be reduced by \$13 million in FY 2024-25. By accelerating the County's contribution to the retirement system it is estimated that County will save \$304 million over the next 30 years.

### **Excess ERAF Vehicle License Fees (VLF)**

The County has received \$688 million in Excess Educational Revenue Augmentation Fund (ERAF) monies (returned property taxes) since 2004. The amount the County receives each year varies based on a number of factors including the number of school districts in the County that are "Basic Aid." As school districts reach their basic aid thresholds, property tax from the ERAF is returned to the County, cities and special districts in the same proportion as their contributions.



Up until FY 2010-11, the Board's policy was to use Excess ERAF for non-recurring expenditures. In FY 2012-13 the Board changed its policy to use 50% of the Excess ERAF anticipated to be received during the fiscal year as an ongoing General Fund revenue source. At the end of the fiscal year any unspent Excess ERAF and/or additional revenue over the budgeted amount becomes part of the year-end fund balance and is recognized as part of the subsequent fiscal year's reserves. The Board has wisely used these funds conservatively, as they are subject to legislative and formulaic risk.

The Governor's School Finance Reform Plan recently approved by the Legislature could have a significant adverse impact on Excess ERAF property taxes. The plan would increase the State's minimum funding requirements for school districts thereby potentially reducing the amount of property tax to be returned to the County, cities, and special districts as Excess ERAF. At this time the Controller doesn't have sufficient information from the County Office of Education to estimate the amount of property taxes that will be returned as Excess ERAF to local taxing jurisdictions for FY 2013-14. His recommendation is for the County to anticipate the receipt of \$61 million in Excess ERAF for FY 2013-14 which is based on existing revenue in ERAF reserved for prior fiscal years. In light of the Board's current financial policies, this would result in budgeting \$30 million in Excess ERAF for FY 2013-14. We view the Controller's estimate as one that is very conservative and only takes into account the distribution of prior year ERAF reserves. Given prior year experience we believe it is reasonable to assume that additional Excess ERAF will be generated in FY 2013-14 and that the \$40 million appropriated in this budget is reasonable. (It should also be noted that the \$40 million budgeted is still well below the Controller's estimate of \$61 million.)

In November 2004, the State permanently reduced the VLF rate. VLF had been a significant revenue source for all counties and cities. Therefore, to compensate counties and cities for this reduction in VLF monies, legislation was enacted which reimbursed counties and cities for lost VLF from each countywide ERAF, with the State subsequently "backfilling" school districts for any ERAF distributions those districts failed to receive. This fiscal maneuver has come to be known as the "VLF Swap."

This system worked for several years. However, because current statutes do not allow for the use of local property taxes from Basic Aid school districts to pay the State's VLF Swap obligations, a reimbursement problem has arisen in counties where Basic Aid school districts are growing. In its FY 2013-14 budget, the Legislature approved a "one-time fix" for counties adversely impacted by this deficiency in the law, including San Mateo County, for losses incurred in FY 2011-12. That year the County had a shortfall of approximately \$180,000. In FY 2012-13, the County's VLF shortfall grew to \$3.9 million. There have been no legislative or budget remedies to address the shortfall of VLF in FY 2012-13 or beyond and a more permanent solution is being sought.

### **Housing**

The Department of Housing, which has traditionally been 100% funded with Federal funds from the Department of Housing and Urban Development, has experienced declining funding due to Federal budget cuts.

Overall, sequestration has cut rental assistance programs delivered by the Housing Authority by approximately 6%. The cut in Section 8 voucher funding in 2013 for San Mateo County is \$3.6 million. This translates to 262 fewer families receiving voucher assistance. Voucher program reserves are available to be used while the program is downsized during the next year and therefore, no one currently receiving benefits is in danger of losing their assistance. However, the County Housing department will cease calling families from the waiting list and ultimately serve 262 fewer families.

The administrative funding used to run the voucher program is also being cut by an additional 6%. Administrative funding was already slashed this year by 25%. The Housing Authority will now receive just 69% of the cost of administering Federal Housing programs. At this level, the Housing Authority's rental programs will operate at a deficit. Administrative reserves can be used for a transition period, but ultimately the Housing Authority must find additional ways to reduce its administrative costs.

Other specialized rental assistance programs for persons with disabilities, such as Shelter+Care and Supportive Housing have also been cut by 6% which translates to a loss of funding for 14 homeless, or in danger of becoming homeless, individuals or families with disabilities. This cut will also be accomplished through turnover of clients and not result in the loss of benefits to current recipients.

The CDBG and HOME grants were also subject to sequestration and have been the target of Federal budget cuts for several years. The overall level of funding for these grant-funded programs has been cut by more than 50% over the past ten years. As a result, grants for community and affordable housing have been cut and the administrative unit staffing has also been reduced by approximately 50%.

The Recommended Budget includes County funds to help the department fill two critically needed positions that are currently vacant and for which there is insufficient Federal funds. Specifically, in FY 2013-14, there will be a net County cost of \$354,785 that will enable the department to fill a vacant Housing Program Manager position and a vacant Housing Program Specialist position. In FY 2014-15 the amount will be reduced to \$200,198 as the department becomes responsible for funding 50% of the manager position. During the course of FY 2013-14 the department will produce a plan to change the business model of the Housing and Community Development Unit so that it can operate without county assistance after FY 2014-15.

### **Agile Organization**

The concept of the "Agile Organization" was first introduced a little over a year ago. The goals of the initiative are to ensure the long-term financial stability of the County and attract a multi-generational workforce by investing in every worker's employability.

The aftermath of the Great Recession has significantly changed the cost structure of County government. The County's annual retirement contribution went from \$78 million to over \$150 million in just over five years. As previously mentioned the Board authorized an additional \$140 million over the next 10 years to accelerate paying down the

UAAL. Criminal Justice Realignment has shifted State responsibility (and costs) for a certain category of felony offenders to counties. Implementation of the Affordable Care Act (ACA) in California has resulted in the loss of State Health Realignment funds and other revenues. Changes in State school funding formulas endanger Excess ERAF and VLF revenues.

During the last 5 years wages for many County employees were frozen and workers have paid more for their retirement and health care benefits. As the County's workforce shrunk employees picked up the slack in many areas in order to maintain service levels. The County has a responsibility to pay its workers fair and competitive wages. The types of tradeoffs that have been made during the last few years to cope with the recession: paying for higher benefit costs by freezing salaries and maintaining service levels while reducing staffing are not sustainable in the long run.

Although County resources are increasing they will not be sufficient to enable us to meet high demands for services with adequate staffing, a fair and equitable wage package and rebuilding our infrastructure without making some changes in how the County operates.

In the future to be financially stable, governments will need to be more nimble in responding to changes in public expectations regarding services and taxes.

The "Agile Organization" is based on the belief that there is a way to maintain much of the benefits that came from for the stability and permanence of a government organization without the rigidity that too often inhibits government from being as responsive as it should.

For much of the 20<sup>th</sup> Century, the compact between employers and workers was about stability. The advent of globalization and the Information Age changed this compact in the private sector. Millions of jobs were lost to "off-shoring" and automation. Some corporations have prospered while entire industries have disappeared. Jobs have become less secure and the fortunes of the "middle class" in our society stagnated. Although workers desire job security, no responsible employer, including the County, can promise lifetime employment to anyone.

The type of organization that is envisioned in the "Agile" concept is a hybrid between the traditional civil service government organization and those found in many parts of the private sector today. It recognizes that governments must be reliable and take the "long view" on public issues and projects. To do so government needs a significant number of long-term permanent employees doing work that is by its very nature left to government. However, it also recognizes that adaptability and agility require some types of work to be performed in a different way with workers that have a different relationship to the County. The implementation of an Agile Organization will not only reduce operating costs and result in more financial stability for County government, it will position the County organization to better attract the future workforce.

## **Conclusion**

For County government to be successful in the 21<sup>st</sup> Century it must re-engage the public in a new civic dialogue about the scope of what they want from the County and how it's paid for. People who are engaged with each other are better able to find common purpose and develop better and more creative ideas and solutions. Civic engagement is really about synergy - "the whole is greater than the sum of its parts."

I am reminded of a story about a wise Cherokee who told his grandson,

"My son there is battle between two wolves inside all of us. One is Evil. It is anger, jealousy, greed, resentment, inferiority, lies and ego. The other is Good. It is joy, peace, love, hope, humanity, kindness, empathy and truth." The boy thought about it for a moment and asked, "Grandfather which wolf wins?" The old man quietly replied, "The one you feed."

Too often over the last 50 years civic dialogue has become more difficult as people have become more insular and government less able to deal with the issues most important to them.

The political and philosophical underpinnings of our Nation go back to the "Age of Reason" and concepts such as "enlightened self-interest" ---- people who act to further collective interests ultimately further their own interests.

I am very hopeful that through the Open Data Portal, redesign of the County's website, Performance Dashboards, Open Checkbook and more effective use of social media that the County can create a 21<sup>st</sup> Century version of the 19<sup>th</sup> Century "Town Square" at which people can find a safe and convenient place to come together to discuss the events of the day and find solutions to issues of concern. If we can achieve this perhaps we can feed the "Good Wolf" that resides in all of us.

Preparing this document is a complex, arduous and at times tedious process. My thanks to all of those who worked on the Recommended Budget. Particularly my appreciation to Jim Saco and his outstanding team – Danielle Lee, Shanna Collins, Michael Bolander, Joanne Ward, Swati Deshpande and Garrett Dunwoody. I would also like to thank our hardworking support staff Alicia Garcia, Mina Lim, Becky Romero, Betsy Jack and Raquel Barradas not only for the their work on the budget but also for what they do for the County throughout the year. My office's executive team led by Dave Holland – Reyna Farrales, Peggy Jensen, Marshall Wilson and Connie Juarez-Diroll have each contributed greatly to this document. My thanks also to Beverly Thames and Aja McCarthy-Bettencourt for their work on civic engagement. A special thanks to John Beiers and Paul Okada for the hours they spent in working with Jim Saco and the Controller to sort through the interrelated complexities of Excess ERAF and the VLF Swap and their impacts on the Recommended Budget. Ultimately, the budget is an expression of the Board's priorities for the future. The budget is brought to life by the outstanding men and women who work for San Mateo County, led by their department heads. Collectively, they never fail to amaze and inspire me. Thank you to the Board of Supervisors for your leadership and direction that guided the preparation of the budget. Finally, I would like to recognize Deputy County Manager Mary McMillan, who retired in August after a long and distinguished career in public service. Her contributions to this County were inestimable. She will be greatly missed. I would like to dedicate this budget to her in appreciation for all that she has accomplished in the service of the people of San Mateo County.

Sincerely,



John L. Maltbie,  
County Manager

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## SHARED VISION 2025

*Our shared vision for 2025 is for a healthy and safe, prosperous, livable, environmentally conscious, and collaborative community.*

**Shared Vision 2025** reflects the goals and priorities for the San Mateo County community expressed during a series of public meetings and surveys. The "community outcomes" — healthy and safe, livable, prosperous, environmentally conscious and collaborative — provide a foundation for sound decision-making. Focusing on the Shared Vision 2025 goals and priorities places an emphasis on what's best for all of San Mateo County today and in the years to come. On January 29, 2013 the Board of Supervisors adopted nine **Community Impact Goals** and preliminary community indicators, to begin building performance dashboards that will be used to align employee goals and track the performance of County programs and services toward achieving Shared Vision 2025 goals.

### HEALTHY AND SAFE COMMUNITY



Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

- Reduce crime
- Increase life expectancy

### PROSPEROUS COMMUNITY



Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

- Improve affordability
- Close achievement gaps

### LIVABLE COMMUNITY



Our growth occurs near transit, promotes affordable, livable connected communities.

- Make transit accessible
- Increase community engagement

### ENVIRONMENTALLY CONSCIOUS COMMUNITY



Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

- Reduce greenhouse gas emissions
- Conserve and protect natural resources

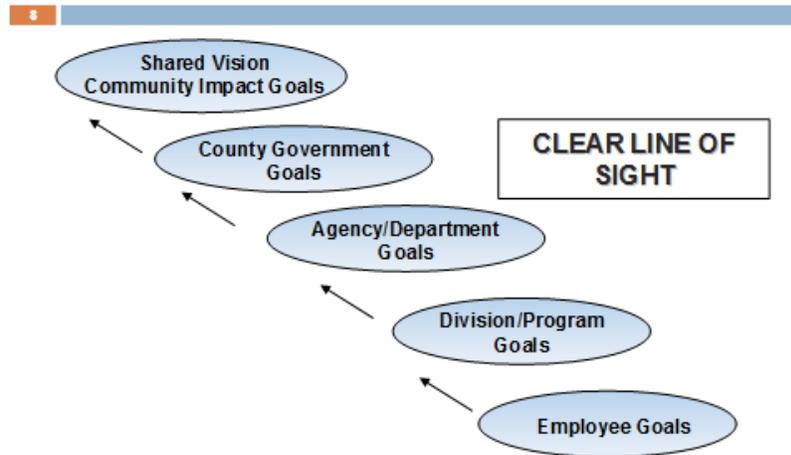
### COLLABORATIVE COMMUNITY



Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

- Responsive, effective and collaborative government

## Alignment of Goals Individual Contribution to Community Goals



To make Shared Vision 2025 a reality, we need to create a clear line of sight that connects our individual contributions to the most important goals in the community. In the coming year, the County Manager’s Office will work together with departments to create a performance management culture that:

- Aligns employee goals with Shared Vision 2025 community impact goals;
- Measures outcomes and the most productive use of public resources;
- Uses evidence and data to make better operational and strategic decisions;
- Engages employees and other stakeholders to continuously improve performance; and
- Uses benchmarks to compare performance and learn from peers in other organizations.

### Performance Dashboards

## Community Impact Measures



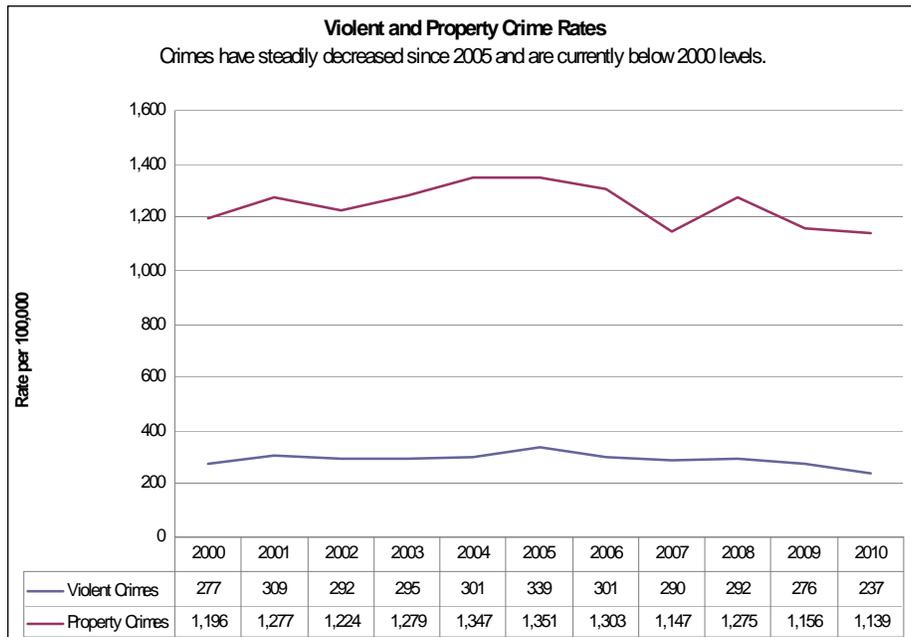


### HEALTHY AND SAFE COMMUNITY

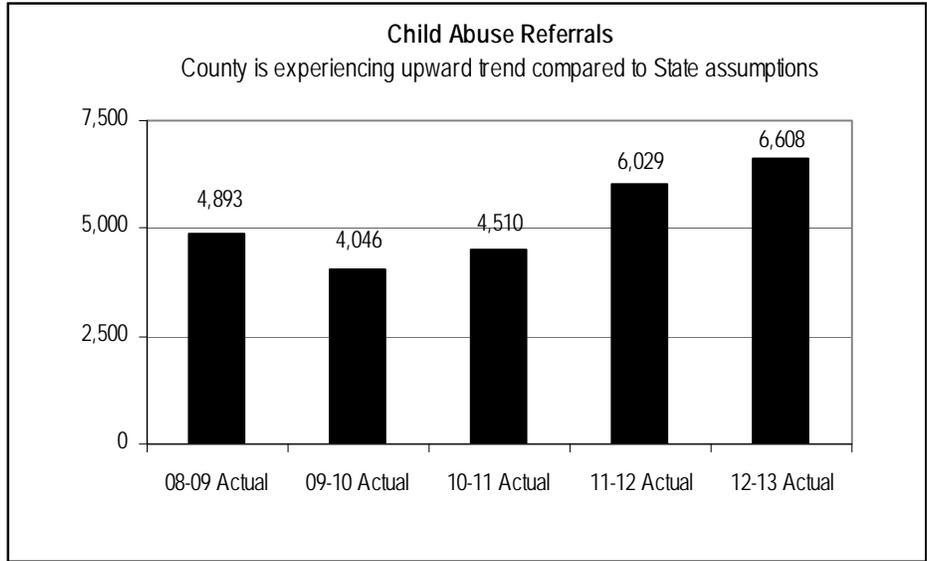
Our neighborhoods are safe and provide residents with access to quality healthcare and seamless services.

**Community Impact Goals:**

1. Reduce crime
2. Increase life expectancy



Source: Department of Justice



Source: Human Services Agency

**Major Initiatives to Reduce Crime and Recidivism:**

- Sheriff’s Community Programs and Sheriff’s Activities League
- New Half Moon Bay Operations Center (Sheriff’s Patrol Bureau)
- Criminal Justice Realignment and Re-Entry (Probation/Sheriff/Health/Human Services/Housing)
- Service Connect (Probation/Sheriff/Health/Human Services/Housing)
- Maple Street Correctional Center – Programming and Transitional Services (Sheriff)
- Measure A Proposal: School Safety (Sheriff)
- Measure A Proposal: Court Appointed Special Advocates (CASA) for Foster Children (HSA)
- Measure A Proposal: Prevention and Early Intervention for At-Risk Children (Health/HSA)
- Measure A Proposal: Mental Health System of Care for Adults (Health)

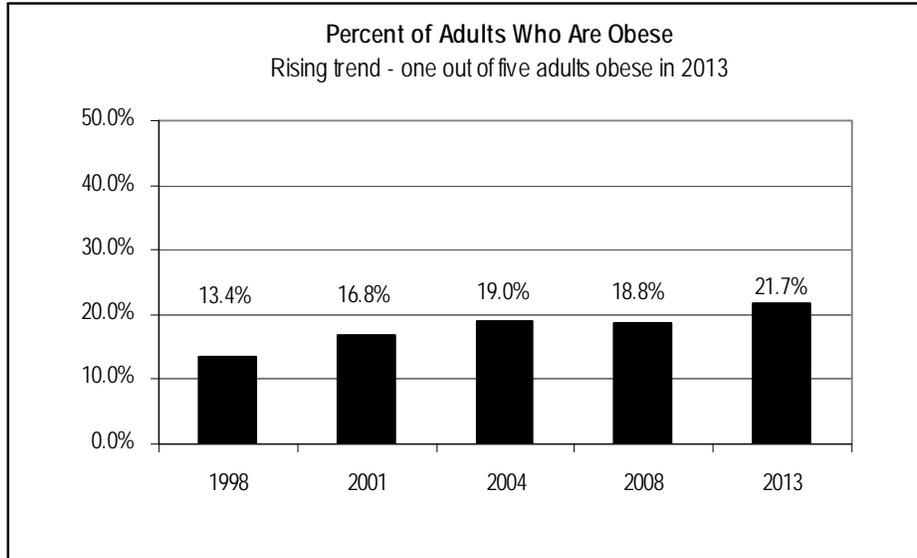
Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Public Safety Dispatch:</b> High Priority calls dispatched within established timeframes	100%	90%	90%	90%	90%
<b>Sheriff Patrol:</b> Average Response Time – Urban / Rural	5:35 / 12:25	5:00 / 11:00	5:00 / 12:00	5:00 / 11:00	5:00 / 11:00
<b>Adult Services (Probation):</b> Percent of adult probationers completing probation without new sustained law violation					
- SMC Probation	63%	63%	63%	69%	69%
- Chief Probation Officers of CA	---	---	69%	69%	69%

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Service Connect: number and percent of participants that meet Probation conditions and exit program (cumulative since Oct. 2011)	13 / 8%	63 / 29%	63 / 29%	186 / 32%	282 / 35%
<i>Probation:</i> Offenders successfully completing an evidence-based program during the term of probation supervision	---	---	---	60%	60%
<i>Measure A – Mental Health:</i> Percent of mentally ill people admitted to jail on misdemeanor charges released within 6 days	---	---	---	80%	80%
<i>Juvenile Hall (Probation):</i> Percent of youth remaining out of custody for 6 months upon being transitioned to the community	---	---	70%	70%	70%
<i>Children &amp; Family Services (HSA):</i> Timely visits by Emergency Response Social Workers investigating alleged child abuse cases requiring 10 day response	92%	90%	94%	90%	90%
<i>Children &amp; Family Services (HSA):</i> Reunification of children to the parent/guardian within 12 months of removal from home	65%	75%	64%	70%	75%

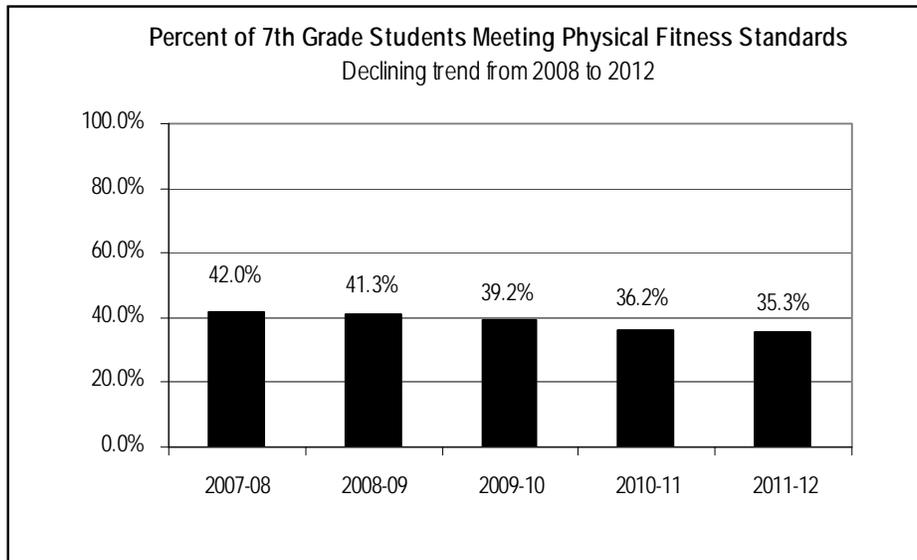
**AVERAGE AGE OF DEATH IN SAN MATEO COUNTY**

Year	Overall	Hispanic	White	Black	Asian	Pacific Islander	Chinese	Filipino
2001	75.4	66.2	75.3	66.4	69.8	69.8	68.1	68.1
2002	75.1	63.9	73.4	69.1	72.3	57.4	70.3	70.3
2003	74.9	64.1	75.1	65.9	69.4	58	71.2	71.2
2004	75	63	76.4	65.8	72.3	64.1	71.8	71.8
2005	73.6	62.5	76.4	65.8	72.8	64.1	72.4	71.8
2006	74.1	65	76.5	67.7	74.1	59	71.6	69

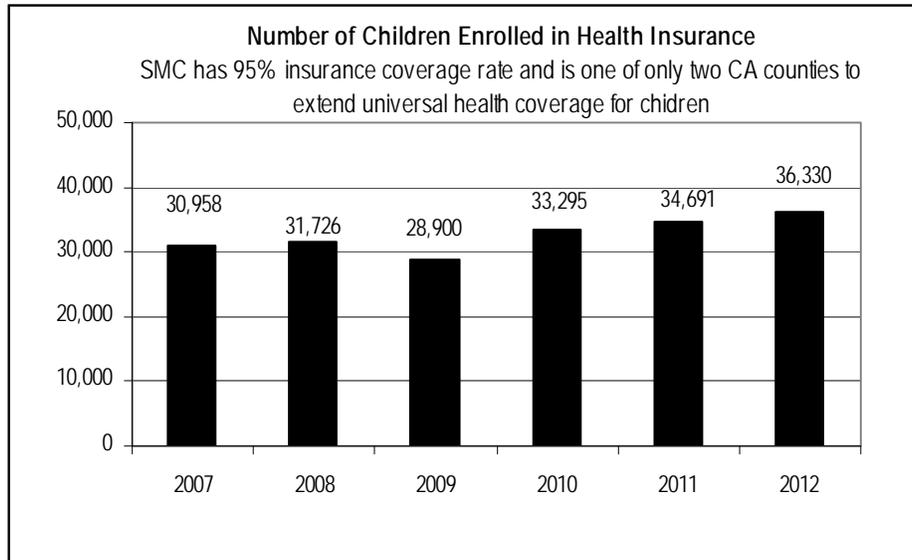
Source: Health System - will be updated in Fall 2013 with Life Expectancy by Race/Ethnicity



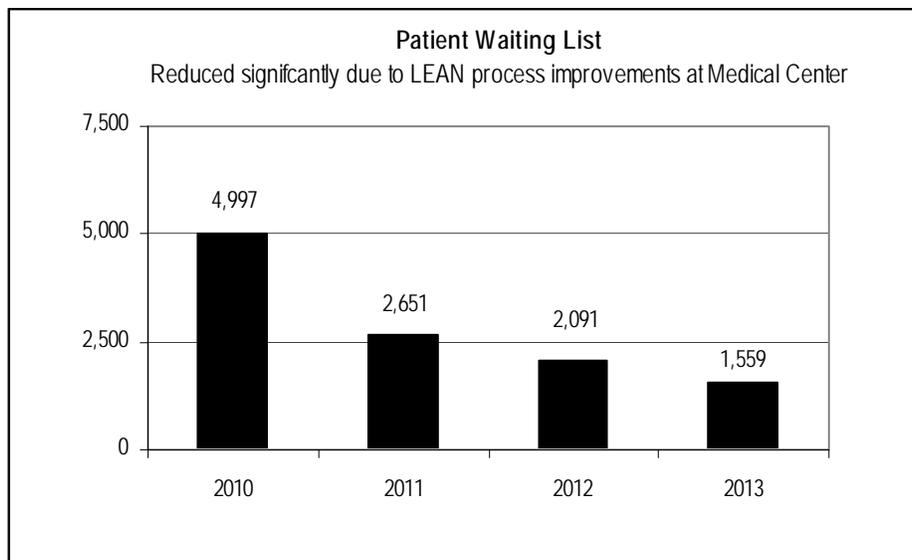
Source: Health System



Source: Health System



Source: Health System / Human Services Agency



Source: Health System - San Mateo Medical Center

***Major Initiatives to Improve Access to Healthcare and Increase Life Expectancy:***

- Affordable Care Act (Health System/Human Services)
- South County Consolidation (Health System)
- Operating Room Service Expansion (Health System)
- Community Service Areas (CSA) Implementation – access to mental health and alcohol and drug services (Health System)

- Get Healthy San Mateo County - awarded 30 contracts to local school districts, community-based organizations and cities for the implementation of activities including eliminating sugary drinks from public property, increasing walking and bicycling safety, conducting corner store make-overs and engaging parents in school wellness (Health System)
- Health and Wellness element for North Fair Oaks Community Plan (Health System/Planning)
- Complete Streets draft language for cities in Priority Development Areas (Health System)
- Bridge to Health Reform – enrollment in Medi-Cal expansion (Health System)
- Partnerships with Safe Routes to Schools, East Palo Alto Police Department Fit Zone and Redwood City Drink More Water Campaign (Health System)
- Measure A Proposal: Medical Services in Pescadero, La Honda, Loma Mar and San Gregorio
- Measure A Proposal: Agreement with Seton Medical Center for North County services (CMO)
- Measure A Proposal: County Fire Vehicle Replacement Fund (CMO/CAL FIRE)

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Family Health Services:</b> Percent of low-income children up-to-date on immunizations at age two	89%	90%	87%	90%	90%
<b>Health Coverage Unit:</b> Percentage of San Mateo County children insured	95.5%	95%	95%	95%	95%
<b>San Mateo Medical Center:</b> Percentage of eligible patients (seen at least twice in a clinic within a year) who are assigned to a Primary Care Provider	97%	97%	97%	98%	98%
<b>Public Health:</b> Percent of patients with HIV viral load of less than 50	86%	75%	93%	90%	90%
<b>Alcohol and Other Drug Services:</b> Percent clients who report abstinence from alcohol and other drug use at discharge	55.7%	55%	50%	55%	55%
<b>Health Policy and Planning:</b> Percent of San Mateo County cities with adopted Complete Streets policies/resolutions	---	50%	50%	75%	85%

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<i>Measure A – Mobile Health Care in La Honda, Pescadero, Loma Mar and San Gregorio:</i> Percent of mobile clinic patients that control LDL cholesterol as a result of LDL screenings received according to screening guidelines	---	---	---	43%	62%

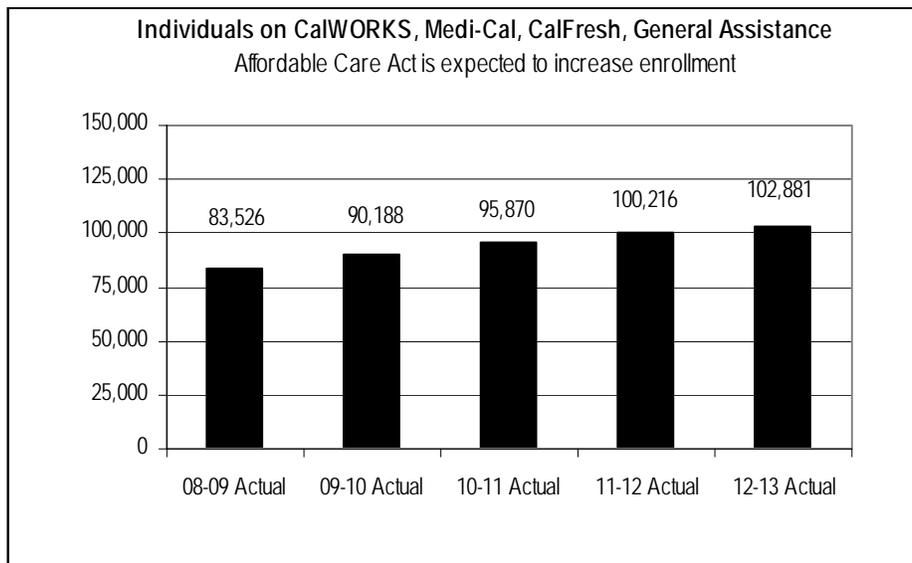


### PROSPEROUS COMMUNITY

Our economic strategy fosters innovation in all sectors, creates jobs, builds community and educational opportunities for all residents.

#### Community Impact Goals:

1. Improve affordability
2. Close achievement gaps



Source: Human Services Agency

<i>Housing Affordability Index by Region</i>	<i>2nd Quarter 2012</i>	<i>2nd Quarter 2013</i>
United States	67%	60%
California	51%	36%
SF Bay Area*	35%	24%
Alameda	38%	25%
Contra Costa	26%	20%
Marin	27%	20%
Napa	50%	34%
Santa Clara	32%	24%
San Francisco	24%	17%
<b>San Mateo County</b>	<b>23%</b>	<b>17%</b>
Solano	77%	63%
Sonoma	49%	29%

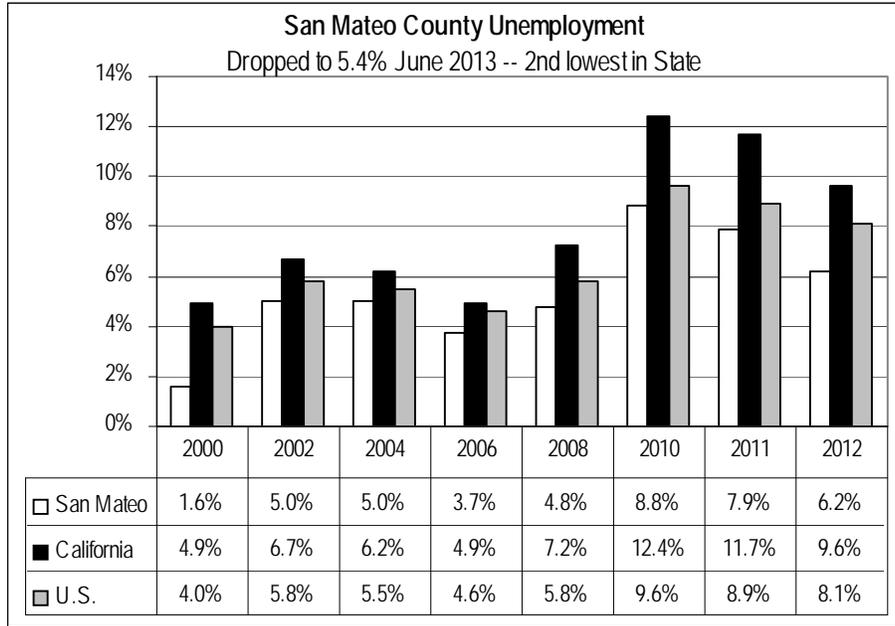
Source: CA Association of Realtors [www.car.org](http://www.car.org)

***Major Initiatives to Improve Affordability:***

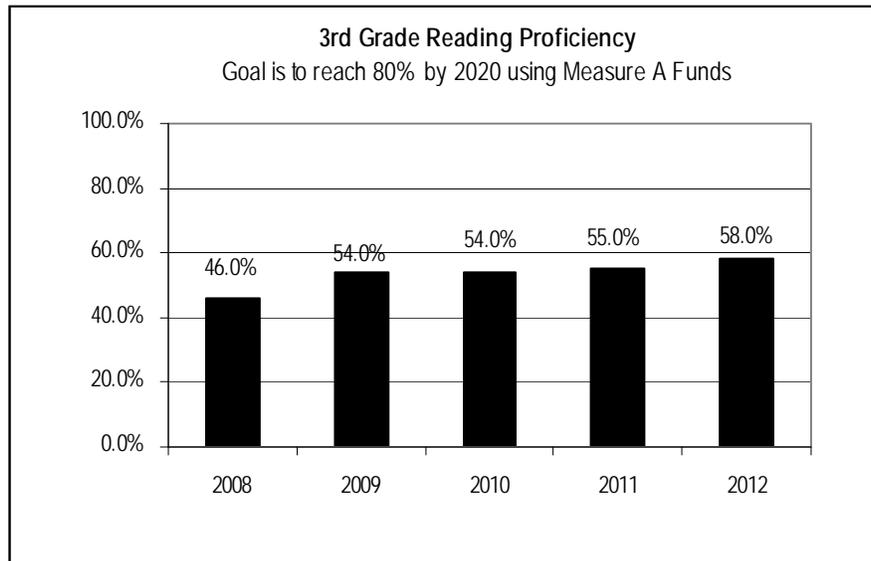
- One-time \$13.4 million allocation of Low-Moderate Income Housing Trust Funds from former redevelopment agencies: \$3 million for shelters and \$10.4 million for affordable housing projects
- Creation of two new rental subsidy programs for victims of domestic violence (15 units) and for persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services (16 units). The program will expand to include approximately 6 additional re-entry units and 12 self-sufficiency home-sharing units (Housing Authority)
- Expansion of five-year, time-limited rental subsidy program from 200 to 700 vouchers as new families enter the program (Housing Authority)
- Housing Readiness Program (3-year vouchers for homeless families connected to case management services) from 80 to 100 vouchers and has been awarded 35 additional vouchers for homeless veterans (total 105) from the Department of Housing and Urban Development (Housing Authority)
- Half Moon Village - will increase the number of available units by 100 to a total of 160 (Housing Authority)
- Implementation of Updated Housing Element (Planning and Building)

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<i>Child Support Services:</i> Percent of Current Support Collected	63.5%	66.1%	66.5%	66.5%	66.5%

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<p><b><i>Housing &amp; Community Development:</i></b> Number of households benefitting directly from County-administered loans and grants for home purchase, repair, rehabilitation or new construction.</p>	354	200	200	200	200
<p><b><i>Housing Authority:</i></b> Meet or exceed national best-practice standard for utilization of rental assistance voucher resources, by using 98% or more of available vouchers or available funds.</p>	---	---	98%	98%	98%
<p><b><i>Housing Authority:</i></b> Number of families (new in FY2013-14, and cumulative) exiting housing subsidy programs due to greater self-sufficiency, such as homeownership or income above qualifying limit.</p>	---	---	---	20	50
<p><b><i>Homeless and Safety Net Services (HSA):</i></b> Percent of clients in homeless transitional shelters exiting to permanent housing.</p>	65%	67%	65%	65%	65%



Source: <http://www.calmis.ca.gov/file/1fmonth/countyur-400c.pdf>



Source: County Office of Education

**Major Initiatives to Close Achievement Gaps:**

- Homework Centers
- Measure A Proposal: Early Learning and Care Trust Fund
- Measure A Proposal: Library Summer Reading Programs

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Measure A – Summer Reading Programs:</b> Number of participants / completion rates	---	---	19,000 / 44%	32,000 / 50%	48,000 / 60%
<b>Child Care (HSA):</b> Percent of preschool aged children assisted with child care that enroll in licensed early childhood education providers	55%	60%	59%	60%	62%
<b>Vocational Rehabilitation Services (HSA):</b> Number of clients served in vocational programs securing employment	186	190	190	192	194
<b>Employment Services (HSA):</b> Number of placements in unsubsidized employment	413	420	420	450	450
<b>Workforce Investment Act:</b> Percent of WIA participants leaving services with employment	63%	60%	65%	67%	67%

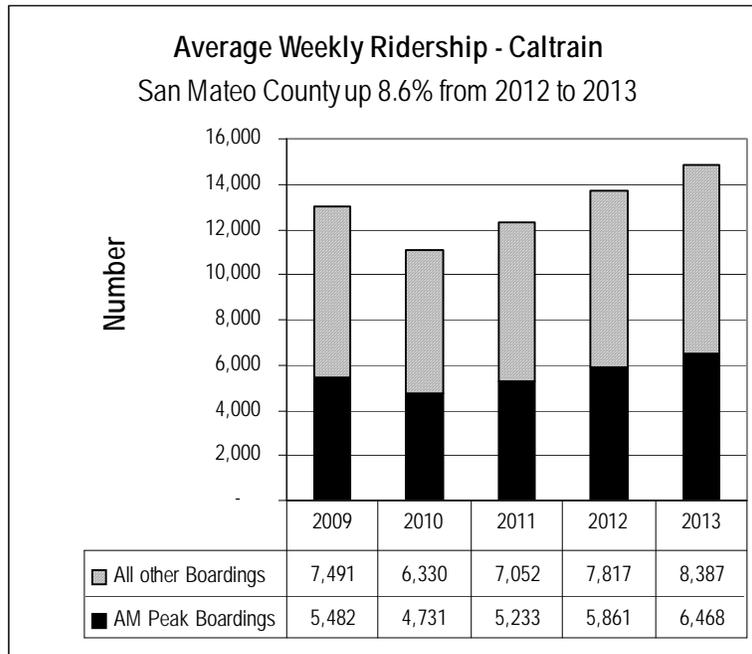


**LIVABLE COMMUNITY**

Our growth occurs near transit, promotes affordable, livable connected communities.

**Community Impact Goals:**

1. Make transit accessible
2. Increase community engagement

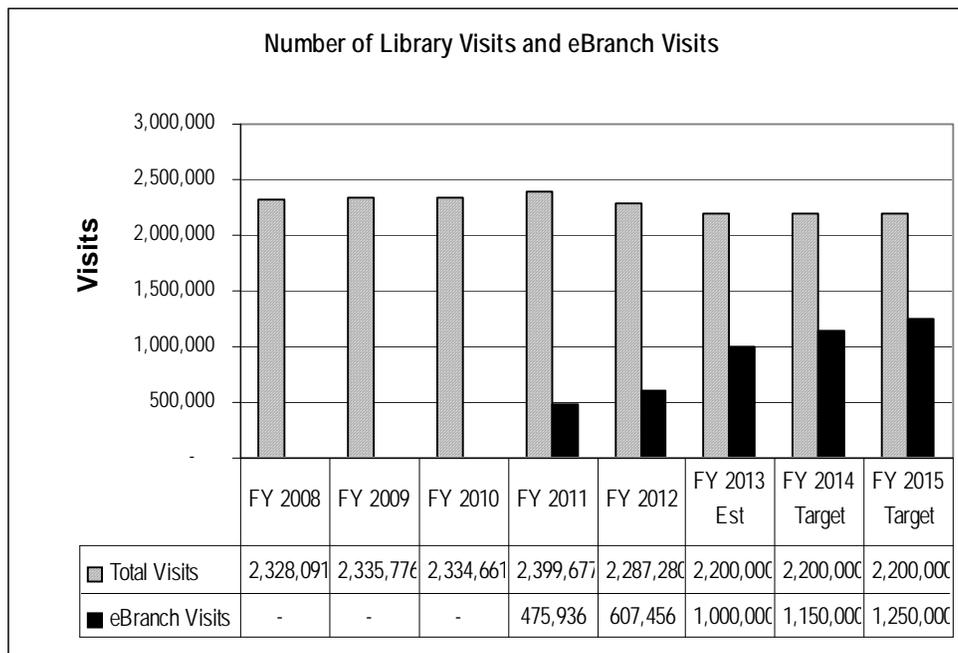


Source: February Caltrain Annual Passenger Counts Key Findings 2009-2013  
[www.caltrain.com/about/statsandreports/Ridership.html](http://www.caltrain.com/about/statsandreports/Ridership.html)

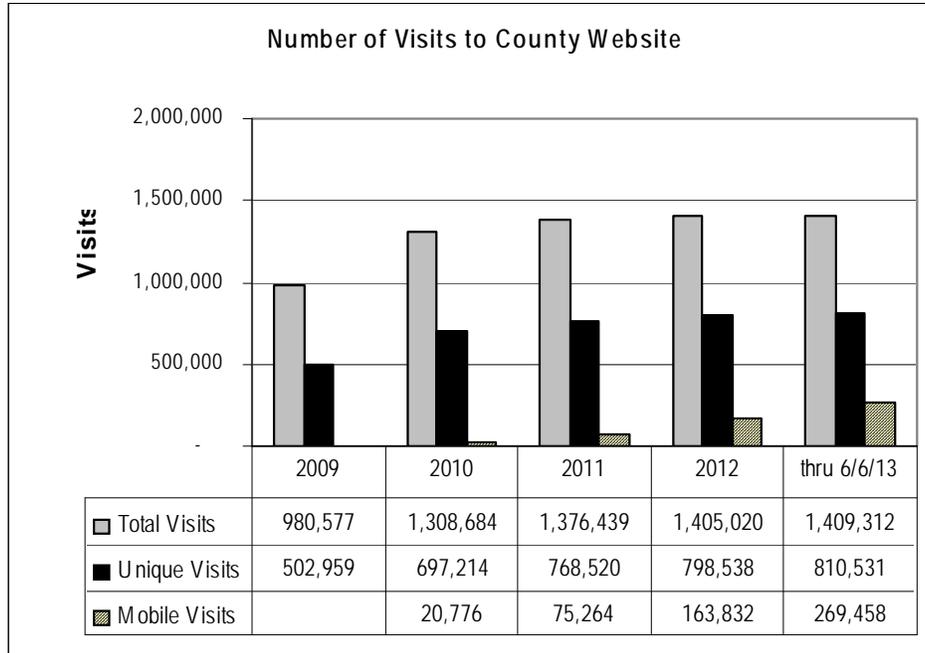
**Major Initiatives to Make Transit Accessible:**

- Measure A Proposal: SamTrans subsidy for elderly, disabled and children
- Commute Alternatives Program (CAP)

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Paratransit Customers (SamTrans):</b> Zero trip denials for Paratransit customers	304,425	---	---	309,651	312,747
<b>Commute Alternatives Program (Public Works):</b> Average monthly number of County employees using transit tickets	1,117	940	1,100	1,100	1,100



Source: San Mateo County Library Joint Powers Authority



Source: County Manager's Office / Information Services Department

**Major Initiatives to Increase Livability and Community Engagement:**

- County Web Redesign (Information Services Department)
- SMC Speak Out – Online Community Forum (County Manager's Office)
- Princeton Land Use Update (Planning and Building)
- North Fair Oaks Plan Implementation (Planning and Building)
- Measure A Proposal: Parks Strategic Plan
- Measure A Proposal: North Fair Oaks General Plan Implementation (Planning and Building)
- Measure A Proposal: East Palo Alto Homeless Shelter (Human Services Agency/Housing)
- Measure A Proposal: Expansion of Homeless Outreach Teams (HOT)
- Measure A Proposal: Library Facilities (East Palo Alto, North Fair Oaks, Pacifica, Half Moon Bay)
- Measure A Proposal: Veterans Services
- Measure A Proposal: Coastside Response Coordinator (Sheriff-Office of Emergency Services)

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Measure A - Homeless Outreach Teams (HSA):</b> Homeless individuals on HOT list who successfully transition to permanent housing solutions (including reunification with family members)	---	---	---	18	45 (cumulative)

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<i>Volunteer Hours (Parks):</i> Number of annual volunteer hours	29,529	20,000	30,000	31,500	32,000
<i>Road Construction and Operations (Public Works):</i> Percent of maintained miles with Pavement Condition Index greater than baseline: 55 for Primary Roads / 40 for Secondary Roads	94% / 83%	92% / 80%	93% / 80%	85% / 80%	85% / 80%

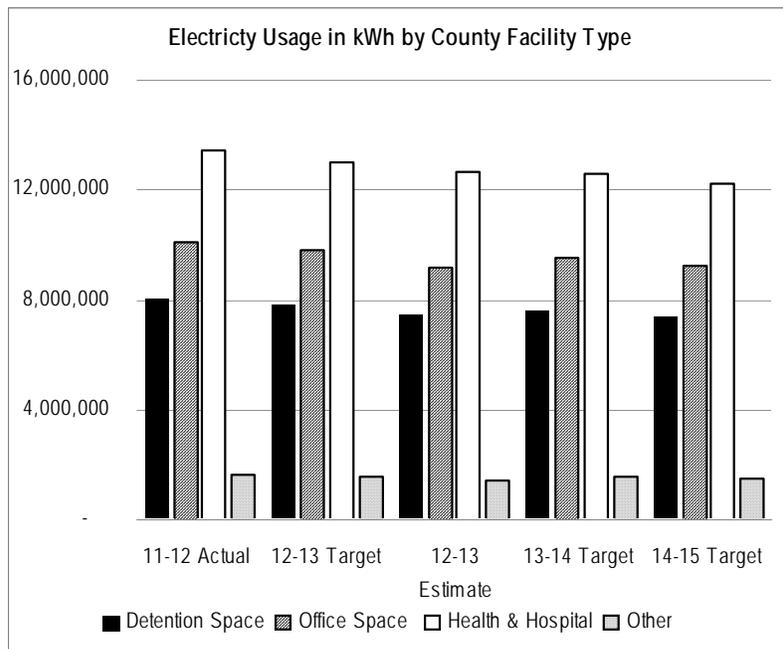


### ENVIRONMENTALLY CONSCIOUS COMMUNITY

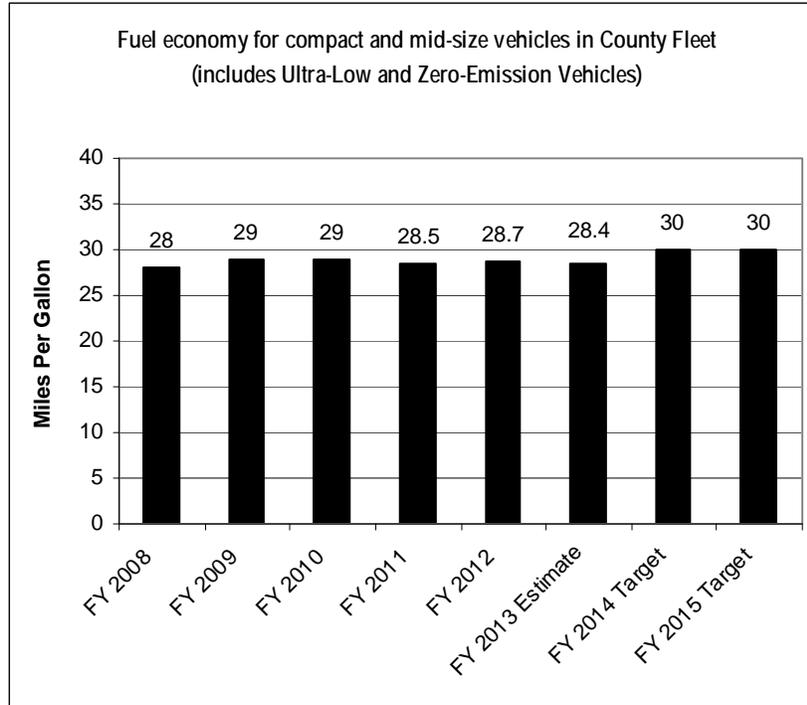
Our natural resources are preserved through environmental stewardship, reducing our carbon emissions, and using energy, water and land more efficiently.

#### Community Impact Goals:

- 1. Reduce greenhouse gas emissions
- 2. Conserve and protect natural resources



Source: Public Works - Facilities Maintenance



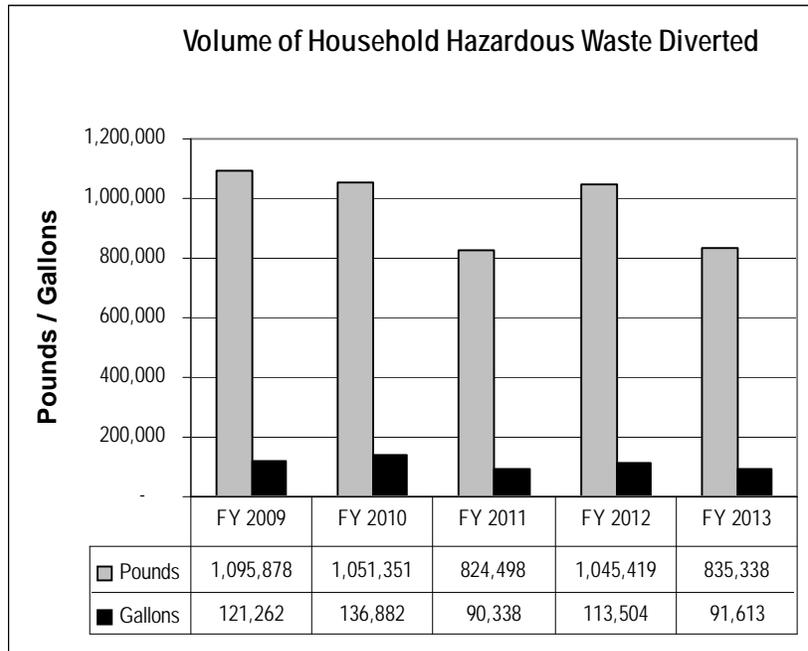
Source: Public Works - Fleet Management

**Major Initiatives to Reduce Greenhouse Gas Emissions:**

- Climate Action Plan - County Government Operations (County Manager's Office)
- Climate Action Plan - Unincorporated Area (County Manager's Office)
- Energy Upgrade California (County Manager's Office)
- Connect, Redwood City! (County Manager's Office)
- Bay Area Bike Share Projects (County Manager's Office)
- Strategic Energy Master Plan (Public Works)
- Measure A Proposal: Countywide Bicycle and Pedestrian Coordinator

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Commute Alternatives Program (Public Works):</b>					
Average monthly number of County employees served in the Commute Alternatives Program					
- Vanpool	11	10	27	25	25
- Transit Tickets	1,117	940	1,100	1,100	1,100
- Carpool	276	300	274	325	325
- Bike/Walk	49	50	52	50	50
- Total	1,452	1,300	1,475	1,500	1,500

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<i>Energy Upgrade CA (County Manager's Office):</i> Total Energy Upgrade home retrofits	183	367	100	291	161
<i>Energy Upgrade CA (County Manager's Office):</i> Total Energy Upgrade multi-family units receiving rebates	---	---	---	333	167
<i>County Climate Action Plan (County Manager's Office):</i> CO2e reductions due to transportation grants (Metric Tons CO2e)	---	242	Data not yet available	484	484



Source: Public Works - Waste Management

**Major Initiatives to Conserve and Protect Natural Resources:**

- Plastic Bag Ban Ordinance (Board of Supervisors)
- RecycleWorks (Public Works)
- San Mateo County Energy Watch Program (Public Works)
- Measure A Proposal: Parks Strategic Plan

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b><i>Agricultural Commissioner:</i></b> Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	91%	98%	89%	92%	94%
<b><i>Waste Management (Public Works):</i></b> Number of visits to the County's RecycleWorks.org website	940,888	600,000	614,000	600,000	600,000
<b><i>Waste Management (Public Works):</i></b> Number of programs and projects implemented in the unincorporated areas that reduce waste, promote resource conservation, or conserve resources	34	30	28	30	33

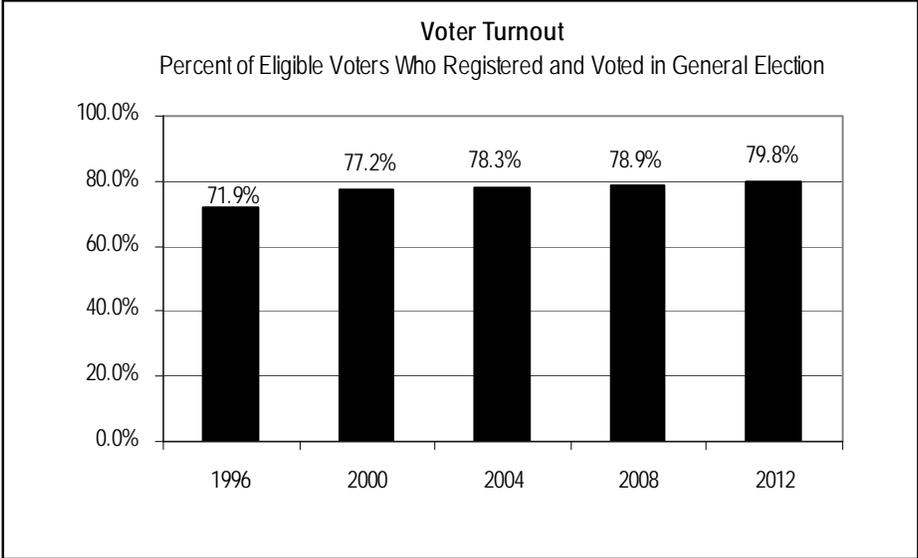


### COLLABORATIVE COMMUNITY

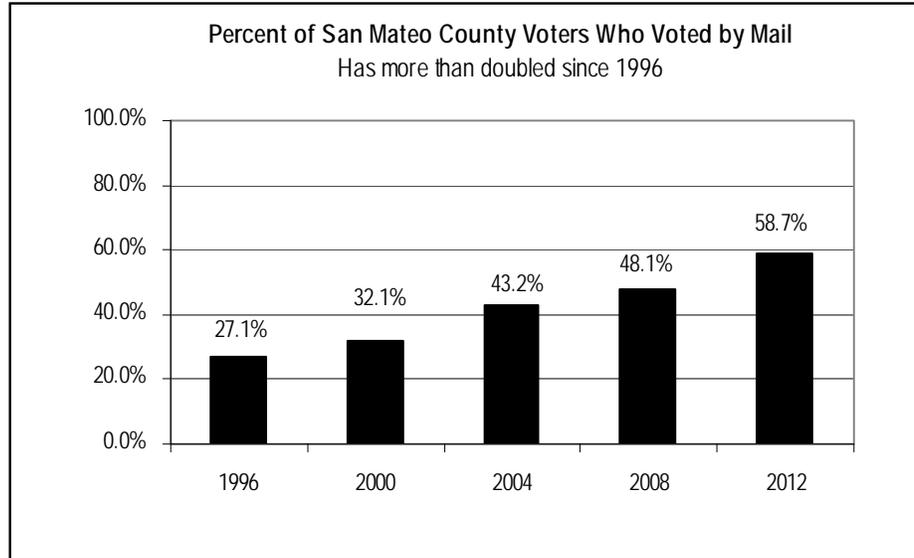
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.

**Community Impact Goal:**

- 1. Responsive, effective and collaborative government



Source: <http://www.sos.ca.gov/elections/statewide-elections/>



Source: <http://www.sos.ca.gov/elections/statewide-elections/>

**Major Initiatives to Increase Responsiveness, Effectiveness and Collaboration:**

- Web Redesign (Information Services Department)
- Increased communication and access to documents and services using social media (County Departments)
- Online Voter Registration (Assessor-Clerk-Recorder-Elections)
- Open Data Policy (Information Services Department/County Manager)
- LEAN Process Improvement (Health System)
- Center for Continuous Process Improvement (County Manager's Office)
- Collaborative Performance Management System / Essential Supervisory Skills (HR/CMO)
- ePayables and Accounts Payable (AP) Automation Project (Controller's Office)
- Facilities Master Plan (Public Works/CMO)
- Measure A Proposal: Core Service Agencies - Performance Management System (HSA/CMO)
- Measure A Proposal: Open Data Portal and Network Infrastructure (Information Services Department), Open Checkbook (Controller's Office) and Performance Dashboards (CMO)
- Measure A Proposal: Building and Facilities Infrastructure (Public Works-Capital Projects/CMO)

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b>Open Data Portal (ISD):</b> Number of detests available on the Open Data Platform	---	15	45	55	80
<b>LEAN Process Improvement (Health System):</b> Percent of Health System employees who have participated in a LEAN training or event	---	---	14%	30%	40%

Key Performance Measures	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
<b><i>Center for Continuous Process Improvement (County Manager's Office):</i></b> Number and percent of events resulting in increased productivity and/or reduced processing time	---	---	---	TBD / 90%	TBD / 90%
<b><i>Workforce Resources and Diversity (HR):</i></b> Percent of employees utilizing skills or reporting change in behavior after attending training classes	98%	90%	95%	90%	90%
<b><i>County Facilities (Public Works):</i></b> Percent of County facilities with Facilities Condition Index at or below .05	70%	70%	71%	75%	80%
<b><i>Employee Engagement Survey:</i></b> Percent of County employees stating they would recommend the County as a great place to work	82%	---	79%	82%	84%
<b><i>Highest Credit Ratings:</i></b> Issuer credit ratings from Moody's and Standard & Poor's	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA	Aaa / AAA

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## San Mateo County STARS Awards FY 2011-12

The STARS Awards consist of four award categories: Program Performance, Customer Service, Green and Employee Suggestions. In 2006, the Board of Supervisors approved the San Mateo County STARS Awards to recognize exceptional program performance and customer service strategies in alignment with County goals. In 2008, the program was expanded to recognize outstanding sustainability projects and employees that submit viable, cost-effective suggestions that contribute to improved efficiencies. Below are the program entries and employee suggestions that received recognition:

### Program Performance Award

Description	Award Amount
<b>Volunteer Forces, Sheriff's Office</b> - The Sheriff's Office Volunteer program has continually contributed over 33,000 hours of service each year in the County, reflecting a minimum savings of \$1,000,000 per year (through hours donated by volunteers). These programs include: Search and Rescue, Mounted Search and Rescue, Bay Area Mountain Rescue, Cliff / Dive / Marine Rescue, Air Squadron, Communications, Reserve Deputy Sheriff's, Volunteers in Policing, and Explorer Post 810 and 830. From volunteering at graduation ceremonies to Millbrae and San Carlos' Art and Wine Festival, the Sheriff's Volunteer Forces assist throughout the County. Over 300 volunteers have contributed to community engagement and reduced crime (due to extra patrols in the community).	\$20,000
<b>Employee Wellness Program, Human Resources Department</b> - The Employee Wellness program recognizes that a healthy, productive workforce is critical to ensuring organizational success. The program offers wellness screenings, online health assessments, onsite and online wellness activities, and cash incentives. Nearly 40% of the County's workforce has participated in wellness screenings, allowing them to become more aware and improve their overall health. Of the individuals that participated in health screenings, 85% indicated satisfaction with the program. Another major initiative during 2012 was the Thrive Across America, a Kaiser sponsored web-based physical activity program - 1,500 employees participated in this team based program that encouraged them to exercise at least 30 minutes a day for a 10-week period. Overall, 97% of participants indicated that they would enroll in the program again.	\$20,000
<i>Honorable Mention: <b>Get Healthy San Mateo Count, Health System</b></i>	\$10,000
<i>Honorable Mention: <b>Pathways Mental Health Court Program, Health System/Probation</b></i>	\$10,000

### Customer Service Award

Description	Award Amount
<b>Office of Consumer Family Affairs, Health System / Behavioral Health and Recovery Services</b> - The Office provides support services to Behavioral Health and Recovery Services' (BHRS) clients and family members. This innovative program is staffed with consumers and family members that have experience with the services provided by BHRS. Specifically, the OCFA has successfully increased efficiency by aiming to resolve the grievance process within a 30 day time period, which is far below the State's recommended 60 day timeframe. In fact, the average number of days to resolve grievances has decreased from 36.1 days to 22.9 days over a five year period, reflecting a 37% reduction. The OFCA was recently recognized by the California External Quality Review Organization as a "consumer and family engagement model for other California counties."	\$5,000
<i>Honorable Mention: Medical / Surgical Patient Experience Improvement</i>	\$3,500

### Green Award

Description	Award Amount
<b>Foodware Ordinance, Health System / Environmental Health</b> - This initiative was established to reduce plastic litter and address the concerns related to storing and re-heating food in petroleum-based plastics that release styrene, a suspected carcinogen. By having restaurants switch from Styro-foam to disposable foodware (e.g., containers), consumers, restaurant owners, the general public, and participating jurisdictions have benefited from this project. To date, 11 cities have adopted the County's ordinance and four cities have adopted their own similar ordinance.	\$2,500
<b>Paperless Office Initiative, Agricultural Weights &amp; Measures</b> - This project involved converting paper files into electronic format, which addressed space demands, office supply expenditures, and the cost of labor. Benefits included increased response time to customer inquiries as data is more readily available. Other "green efforts included printing on documents two-sided, utilizing Century Gothic Font (which results in 30% reduction in toner), and streamlining State reporting processes through automation.	\$2,500

### Employee Suggestion Award

Description	Award Amount
<b>Employee:</b> Garrett Dunwoody, Information Services Department <b>Suggestion (Recommended for Further Review):</b> Explore the feasibility of implementing an "Innovation Day" to allow employees autonomy to work on self-selected projects that contribute to the organization's success.	\$100



# COUNTY OF SAN MATEO 2013 - 2015 PROFILE





# Fast Facts

**FOUNDED:** April 19, 1856

**SIZE:** 455 square miles of land; 292 square miles of water

**INCORPORATED CITIES:** 20

**COASTLINE:** 57.7 miles

**ELEVATION:** Sea level to 2,629 feet (near Long Ridge Road, La Honda)

**POPULATION:** 739,311<sup>1</sup>

**NUMBER OF HOUSING UNITS:** 271,333<sup>2</sup>

**UNEMPLOYMENT RATE:** 5.1 percent (October 2013)<sup>3</sup>

**PER CAPITA INCOME:** \$45,346<sup>4</sup>

**MEDIAN HOUSEHOLD INCOME:** \$87,633<sup>5</sup>

**ASSESSED VALUE OF TAXABLE PROPERTY:** \$156 billion in 2013<sup>6</sup>

**TAXABLE SALES:** \$13.02 billion in 2011<sup>7</sup>

**AGRICULTURAL PRODUCTION:** \$140 million in 2012<sup>8</sup>

# San Mateo County Overview

**SAN MATEO COUNTY IS LOCATED IN THE BAY AREA** and is bordered by the Pacific Ocean to the west and San Francisco Bay to the east. The County was formed in April 1856 out of the southern portion of then-San Francisco County.

Within its 455 square miles San Mateo County is home to some of the most spectacular and varied geography in the United States. It includes redwood forests, rolling hills, farmland, tidal marshes, creeks and beaches.

The County is known for its mild climate and scenic vistas. No matter the starting point, a 20-minute drive can take a visitor to a vista point with a commanding view of the Bay or Pacific, a mossy forest or a shady park or preserve.

San Mateo County has long been a center for innovation. It is home to numerous colleges and research parks and is within the "golden triangle" of three of the top research institutions in the world: Stanford University, the University of California at San Francisco and the University of California at Berkeley. Today, San Mateo County's bioscience, computer software, green technology, hospitality, financial management, health care and transportation companies are industry leaders. Over the past decade companies that are transforming how we communicate and share information through social media have moved in, stretching the boundary of Silicon Valley ever northward.

As in all counties in California, San Mateo County government plays a dual role that differs from cities.

Cities generally provide basic services such as police and fire protection, sanitation, recreation programs, planning, street repair and building inspection. There are 20 cities within San Mateo County, each governed by its own city council.

As subdivisions of the state, counties provide a vast array of services for all residents. These include social services, public health protection, housing programs, property tax assessments, tax collection, elections and public safety. Counties also provide basic city-style services for residents who live in an unincorporated area, not a city.

San Mateo County voters elect five supervisors to oversee County government operations.

## History

**MEMBERS OF A SPANISH EXPLORATION TEAM IN 1769 WERE** the first Europeans to set foot on what is now San Mateo County. Led by Gaspar de Portola, the team was also the first to discover San Francisco Bay, spotting it from a hill now called Sweeney Ridge between San Bruno and Pacifica.

The Spanish found the Peninsula inhabited by up to 2,400 Native Americans called the Ohlone. The Spanish developed a pathway

County Profile

## Our Mission

**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 this community.

We are committed to:

- The highest standards of public service;
- A common vision of responsiveness;
- The highest standards of ethical conduct;
- Treating people with respect and dignity.





linking missions along the California coast. This pathway grew into El Camino Real, or The King's Highway, and played a central role in shaping the development of the region.

Spain ruled California until Mexico assumed control in 1821. The Mexican government granted large tracts of land to private owners to encourage settlement. The names of some of the ranchos from this period can still be seen in modern San Mateo County, including Buri Buri, Pulgas, San Gregorio, San Pedro and Pescadero.

California came under the control of the United States following hostilities with Mexico. The discovery of gold in the Sierra foothills brought a wave of settlers and statehood to California in 1849. The Peninsula's redwoods helped to build booming San Francisco while the region's fishing and cattle industries helped to feed the growing population.

## The Birth of San Mateo County

When California achieved statehood, most of modern San Mateo County was within San Francisco County. But in 1856 the southern portion of San Francisco County was separated to form San Mateo County as part of the effort to reform San Francisco's corrupt government. More territory was added in 1868 from Santa Cruz County.

By 1864 daily trains were running along the Peninsula from San Francisco to San Jose. During this period wealthy businessmen from throughout the West started to buy large tracts of land upon which to build estates.

These include William Ralston, Alvinza Hayward, Harriet Pullman Carolan, James Flood and William Bourn. While most are now gone — Hayward's burned and Flood's was torn down — a few still survive. Ralston Hall stands at Notre Dame de Namur University in Belmont, the Carolands Mansion in Hillsborough remains one of the largest residences in the United States and Bourn's mansion near Woodside, Filoli, is open to the public for tours.

Cities began to take shape along the railroad line and across the Peninsula. Redwood City, the county seat, incorporated in 1867. The next to incorporate was San Mateo in 1894. The new century brought a wave of efforts to create new cities such as South San Francisco, San Bruno and Daly City.

Logging, farming, meat packing, ship building, salt production and cement works fueled the local economy. Meanwhile, the Spring Valley Water Company was busy acquiring what became the Crystal Springs watershed to supply fresh water to San Francisco and the Peninsula.





## Rapid Growth

The transportation system improved as more people moved to the Peninsula. An electric streetcar line linked San Mateo to San Francisco in 1903. The Dumbarton Railway Bridge crossed the bay in 1910. Automobiles could cross the bay on the Dumbarton Bridge in 1925 and the San Mateo-Hayward Bridge in 1929. Mills Field, which later became San Francisco International Airport, opened next to the bay during this period.

On the coast, a different kind of business was taking off. Rum-runners and bootleggers were busy during Prohibition. The coast's isolation and often foggy shoreline made it an ideal location for smugglers whisking cargo to San Francisco or Peninsula road houses.

The outbreak of World War II fueled a new wave of growth along the Peninsula. After the war, thousands of new homes were built as the county's population swelled from 115,000 in 1940 to 235,000 in 1950. New cities continued to form to provide municipal services.

## Post-War Boom

The influx of workers and rise of technology changed the area's economy. Electronics emerged as the leading post-war industry. Stockyards, steel mills and tanneries quickly gave way to industrial parks, warehouses and light manufacturing. San Francisco International Airport helped to fuel growth as air travel changed the way people traveled and the way goods were shipped.

Public schools and colleges, libraries, recreation centers and parks were built to keep pace with the soaring population. The

fast pace of development had other consequences. A strong conservation movement sprang up to preserve the coast and open spaces from sprawl. Residents worked to limit air and water pollution, to halt filling the Bay for more homes and office parks and to fight freeway expansions.

The county's population grew to 556,000 by 1970, a gain of 112,000 during the 1960s. The rapid pace of growth began to slow but significant events continued to shape the Peninsula. The Junipero Serra Freeway, Interstate 280, was completed in 1976. Two years later the San Mateo County Transit District (SamTrans) consolidated several city bus lines into one system.

## Innovation

Long a home to innovators, the Peninsula continues to evolve. During the 1980s and 1990s biotechnology companies moved into South San Francisco while computer software, Internet and gaming companies shifted the boundary of Silicon Valley to the north. San Francisco International Airport opened a \$1 billion international terminal in 2000 as the region's gateway to the Pacific Rim.

Today, San Mateo County is home to more than 739,000 people who live in 20 cities and numerous unincorporated areas, from leafy suburbs to isolated coastal hamlets.

The vibrant economy, mild climate and quality of life attract people from all over the world. More than a third of the population was born in another country. The area is also gaining popularity as a tourist destination.<sup>9,10,11</sup>

**SAN MATEO COUNTY IS GOVERNED** by a five-member Board of Supervisors. Each supervisor must live in and represent one of five



## San Mateo County Government

districts, which are roughly equal in population (approximately 147,000 residents in each) but vary greatly in size.

Supervisors are elected to staggered four-year terms with a maximum of three terms in office. They appoint the County Manager to carry out the Board's policies and goals and oversee the efficient running of County government.

Voters also elect six additional San Mateo County officials. They are the Assessor-County Clerk-Recorder, District Attorney, Controller, Coroner, Sheriff and Treasurer-Tax Collector.

The Superior Court appoints the Chief Probation Officer and the Superior Court Executive Officer.

## San Mateo County Board of Supervisors

### DAVE PINE, 1ST DISTRICT

Cities of Burlingame, Hillsborough, Millbrae, San Bruno (everything east of Interstate 280 and areas west of 280 and south of Sneath Lane) and South San Francisco (east of Junipero Serra Boulevard and south of Hickey and Hillside Boulevards). Unincorporated Burlingame Hills, San Mateo Highlands and San Francisco International Airport

### CAROLE GROOM, 2ND DISTRICT

Cities of San Mateo, Foster City and most of Belmont (excluding southeast portion).

### DON HORSLEY, 3RD DISTRICT

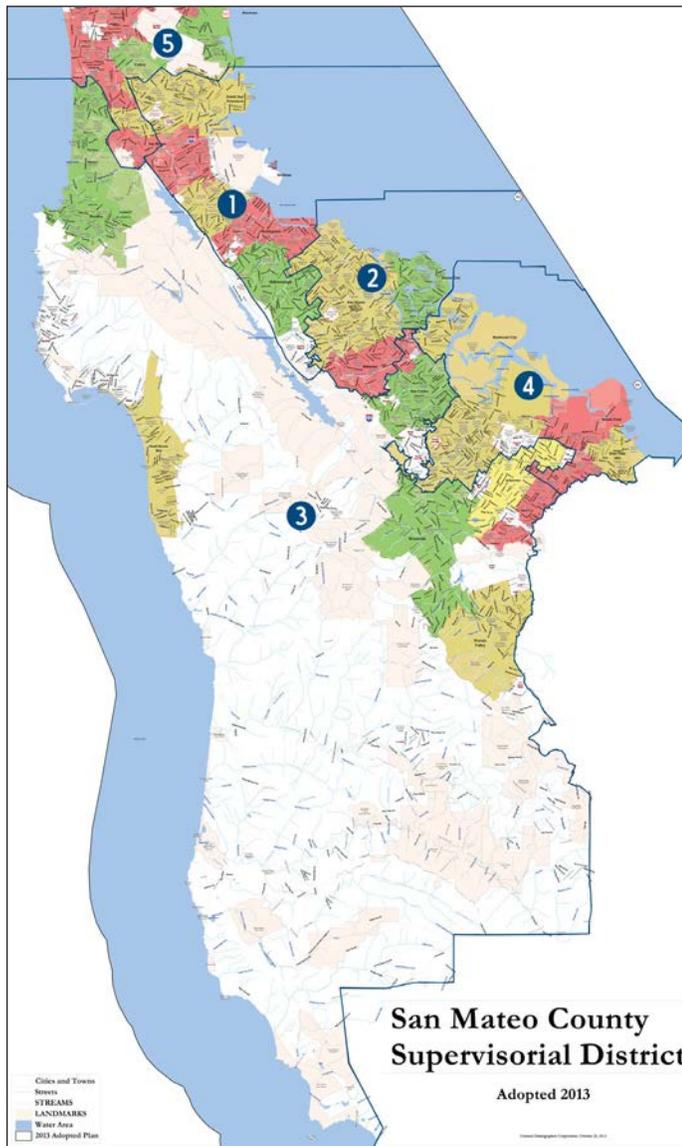
Cities of Atherton, southeast Belmont, Half Moon Bay, part of Menlo Park (west of El Camino Real), Pacifica, Portola Valley, San Carlos and Woodside. Unincorporated Devonshire Canyon, El Granada, Emerald Lake Hills, Harbor Industrial Park, La Honda, Ladera, Loma Mar, Los Trancos Woods, Menlo Oaks, Miramar, Montara, Moss Beach, Palomar Park, Pescadero, Princeton By-The-Sea, San Gregorio, Skyline, Sequoia Tract, Skylonda, Stanford Lands, Vista Verde and West Menlo Park.

### WARREN SLOCUM, 4TH DISTRICT

Cities of East Palo Alto, part of Menlo Park (east of El Camino Real) and Redwood City. Unincorporated North Fair Oaks.

### ADRIENNE J. TISSIER, 5TH DISTRICT

Brisbane, Colma, Daly City, San Bruno (north of Sneath lane and west of Interstate 280) and South San Francisco (east of Junipero Serra Boulevard and north of Hickey and Hillside Boulevards). Unincorporated Broadmoor Village.



# County Statistical Profile

## Population

THE 2010 CENSUS TALLIED 718,451 PEOPLE living in San Mateo County, a modest 1.6 percent increase from the 2000 Census. The most recent figures from the U.S. Census Bureau estimated the population at 739,311 in 2012, an increase of 2.9 percent over 2010.

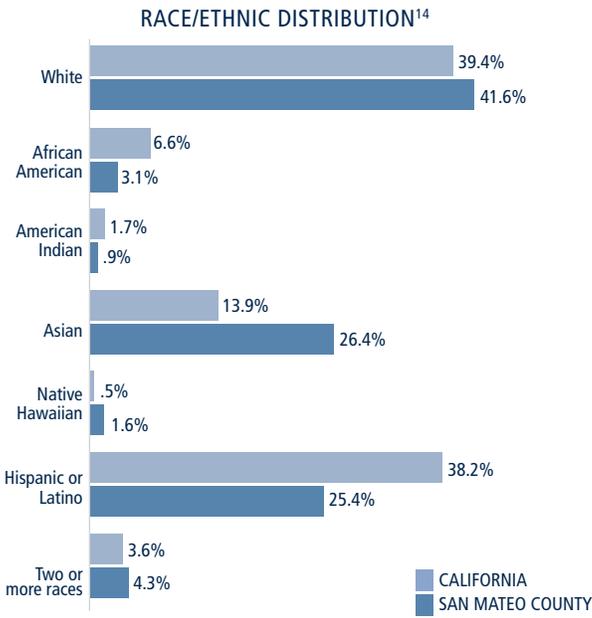
San Mateo County is the 14th-most populous among California's 58 counties, sandwiched between the City and County of San Francisco at 13 and San Joaquin County at 15.

SAN MATEO COUNTY POPULATION<sup>12</sup>

Census Population	2000	2010	Change
San Mateo County	707,163	718,451	11,288
Atherton	7,194	6,914	-280
Belmont	25,123	25,835	712
Brisbane	3,597	4,282	685
Burlingame	28,158	28,806	648
Colma	1,187	1,792	605
Daly City	103,625	101,123	-2,502
East Palo Alto	29,506	28,155	-1,351
Foster City	28,803	30,567	1,764
Half Moon Bay	11,842	11,324	-518
Hillsborough	10,825	10,825	0
Menlo Park	30,785	32,026	1,241
Millbrae	20,718	21,532	814
Pacifica	38,390	37,234	-1,156
Portola Valley	4,462	4,353	-109
Redwood City	75,402	76,815	1,413
San Bruno	40,165	41,114	949
San Carlos	27,718	28,406	688
San Mateo	92,482	97,207	4,725
South San Francisco	60,552	63,632	3,080
Woodside	5,352	5,287	-65
Total Cities	645,886	657,229	11,343
Unincorporated	61,277	61,222	-55

## Race Distribution

San Mateo County's racial and ethnic composition is as varied as its geography. The county continues to see growth in the Hispanic and Asian populations.

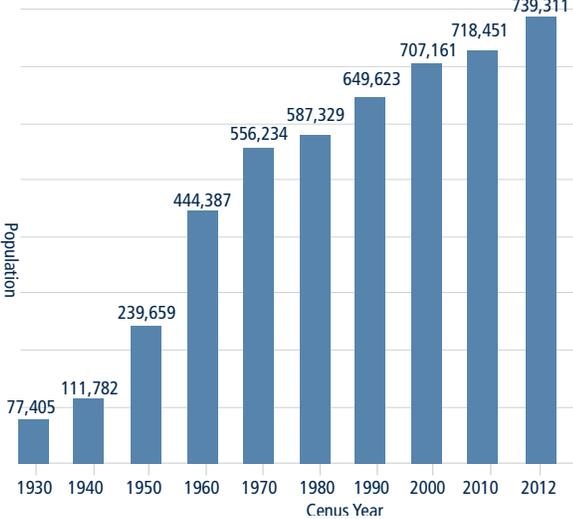


## Population Projections

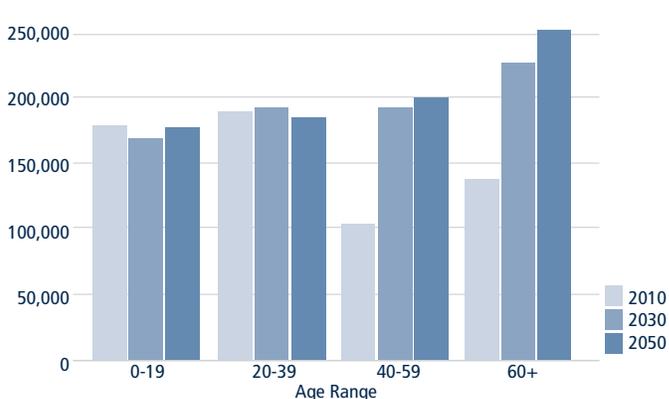
The county is also undergoing a dramatic shift in the age structure. The 2010 Census found that the median age of San Mateo County residents was 39.3 years, well above the state's median age of 35.2 years. Portola Valley (51.3 years) had the highest median age while East Palo Alto (28.1 years) had the lowest.

As depicted by the chart below, the population of the county 65 and over is expected to increase dramatically in the coming decades. This will put pressure on local governments to provide services to an aging population.

SAN MATEO COUNTY POPULATION<sup>13</sup> 1920-2012



SAN MATEO COUNTY POPULATION PROJECTIONS<sup>15</sup>



# Employment and Industry

**SAN MATEO COUNTY IS HOME TO DIVERSE BUSINESSES**, from international corporations to small shops and manufacturers. The county's largest employers include Facebook, Salesforce, Genentech, Inc., Oracle Corp., San Mateo County, Kaiser Permanente, Mills-Peninsula Health Services, Electronic Arts, Inc., United Airlines and the San Mateo County Community College District.

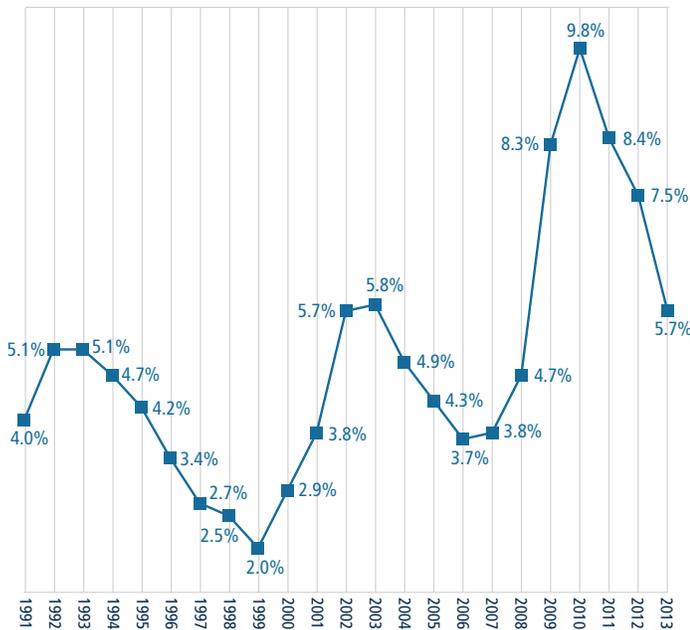
Fast-growing sectors of the local economy include professional and business services, adding 7,000 jobs in 2012 mostly in the professional, scientific, and technical services.

Information technology gained 1,600 jobs between 2011 and 2012, while leisure and hospitality grew by 1,500 jobs.

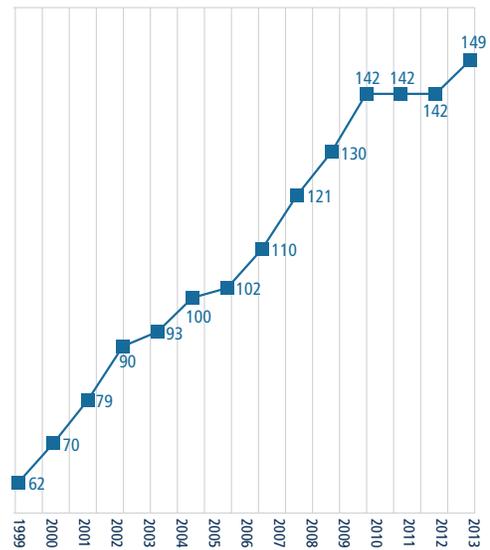
At the same time, areas of San Mateo County are undergoing a building boom. Major hospital construction or reconstruction projects were under way in 2013 in Redwood City and San Carlos. With demand rising for more housing near jobs and transit, the Peninsula is seeing a construction boom for apartments and condominiums in many areas.

The unemployment rate in San Mateo County in October 2013 stood at 5.1 percent, the second lowest rate in the state behind only Marin County. San Francisco was third, Santa Clara County ninth, Contra Costa County 10th and Alameda County 11th.

SAN MATEO COUNTY'S UNEMPLOYMENT RATE<sup>16</sup>



TOTAL TAXABLE ASSESSED VALUE<sup>17</sup>  
(IN THOUSANDS)



CIVILIAN EMPLOYED POPULATION BY INDUSTRY 16 AND OVER 2011<sup>18</sup>



# Income and Housing

**INCOME IS RELATIVELY HIGHER IN SAN MATEO COUNTY** than the rest of the state. But so is the cost of housing.

In 2011 median household income stood at \$87,633 in San Mateo County compared with \$61,632 statewide. Per capita income was \$45,346 in the county compared with \$29,634 statewide.<sup>18</sup>

Median housing prices (new and resale houses and condominiums) for July 2013 were \$745,000 in San Mateo County, \$562,000 in the Bay Area, and \$363,000 in California overall.<sup>19</sup>

Rents continue to increase. Average rent for a two-bedroom apartment in San Mateo County was \$2,337 in the second quarter of 2013, up 9.7 percent from the previous year.<sup>20</sup>

**REAL ESTATE TRANSACTIONS<sup>19</sup>**

	Sales Volume			Median Price		
	July 12	July 13	%Chng	July 12	July 13	%Chng
All homes						
Alameda	1,717	1,872	9%	\$385,000	\$520,000	35.1%
Contra Costa	1,718	1,799	4.7%	\$308,000	\$440,000	42.9%
Marin	338	420	24.3%	\$660,000	\$818,000	23.9%
Napa	135	166	23%	\$372,500	\$425,000	14.1%
Santa Clara	1,779	2,244	26.1%	\$565,000	\$650,000	15%
San Francisco	547	718	31.3%	\$714,000	\$840,000	17.6%
San Mateo	732	812	10.9%	\$618,000	\$745,000	20.6%
Solano	610	605	-0.8%	\$188,000	\$255,750	36.0%
Sonoma	665	703	5.7%	\$320,000	\$422,599	32%
Bay Area	8,241	9,339	13.3%	\$421,000	\$562,000	33.5%



# Transportation

THE COUNTY IS HOME TO THE SECOND-LARGEST AIRPORT in California and the only deepwater port in the southern part of San Francisco Bay. Thousands of people a day board three major mass transit systems that serve the county: BART, Caltrain and SamTrans. The network of roads include busy freeways linking the county to San Francisco and Silicon Valley, two bridges to the East Bay and rural roads that wind through farmland and redwoods.

Since the days the Spanish built El Camino Real, efficient transportation has played a critical role in the economy and culture of the Peninsula.

## Port of Redwood City

Located 18 nautical miles south of San Francisco, the Port of Redwood City specializes in liquid and bulk cargo for the construction industry.

Reflecting the strengthening of the construction industry, total tonnage from the 2012 fiscal year to the 2013 fiscal year grew by 13 percent, to nearly 1.5 million metric tons. Seventy vessels made port calls during the 2013 fiscal year.<sup>22</sup>

In addition to its role in the economy, the port operates a public boat launch with access to San Francisco Bay and hosts numerous recreational opportunities. The port is a department of the City of Redwood City.



Port of Redwood City



## San Francisco International Airport

Located along San Francisco Bay east of San Bruno, San Francisco International is one of the busiest airports in the world. More than three dozen airlines serve destinations around the globe.

Although located within the boundaries of San Mateo County, the airport is owned and operated by the City and County of San Francisco. Commonly known by its international code of SFO, the airport is a significant economic engine for the entire region and provides job opportunities for tens of thousands of people either at the airport or at importers, exporters, warehouses, food-service companies, tourist attractions and other industries.

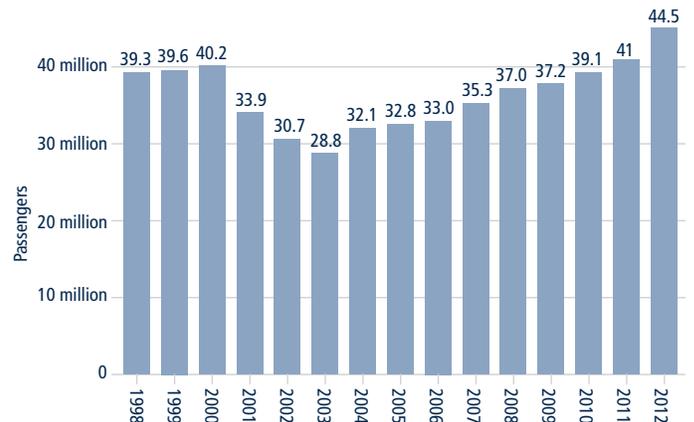
SFO set a record for passenger traffic in 2012, with 44.5 million passengers, an increase of 8.5 percent over the previous year.

In 2012 international travel accounted for more than a fifth of the overall passenger traffic, or 9.5 million passengers.

SFO ranked as the seventh busiest airport in North America and the 22nd busiest in the world in terms of passengers in 2012.<sup>23</sup>

SAN FRANCISCO INTERNATIONAL AIRPORT  
COMPARATIVE TRAFFIC REPORTS<sup>24</sup>

Total Enplaned and Deplaned Passengers



## Public Transit Options

San Mateo County residents and visitors have numerous public transportation options.

### BART

Six San Mateo County stations link commuters to a rail system with stops in San Francisco, Contra Costa and Alameda counties. In 2003, a major project was completed to link BART from its then-terminus in Colma to San Francisco International Airport.

BART is operated by the Bay Area Rapid Transit District. Since the extension's opening, ridership has grown by 49.5 percent based on a 2012 count of average weekday station exits at Daly City, Colma, South San Francisco, San Bruno, Millbrae and SFO.

### Caltrain

Rail passenger service on the Peninsula began in 1864. Today, Caltrain operates along 77 miles of track from San Francisco to Gilroy.

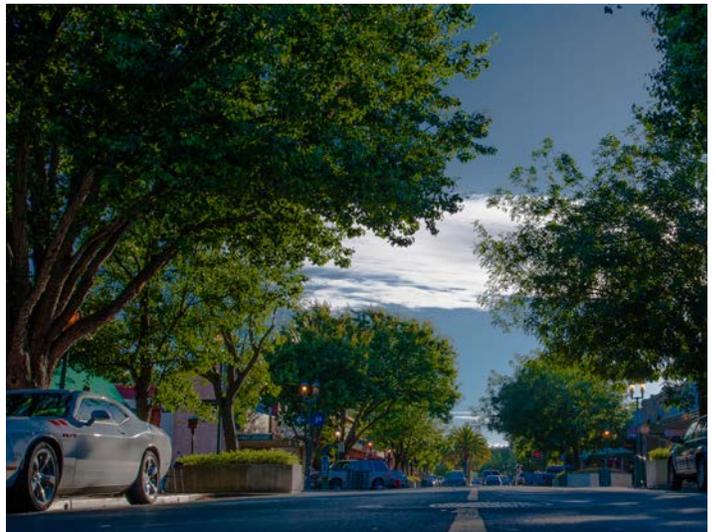
With the influx of tech workers, Caltrain's average weekday ridership count increased 11.1 percent from 2012 to 2013, with a total of 47,060 boardings. Since 1997, the average weekday ridership has increased by more than 90 percent.

Caltrain is operated by the Peninsula Corridor Joint Powers Board, a tri-county partnership of the City and County of San Francisco, San Mateo County Transit District and Santa Clara Valley Transportation Authority.

### SamTrans

In 1976, a total of 11 separate municipal bus systems were consolidated into the San Mateo County Transit District, commonly known as SamTrans. Today, SamTrans operates bus service throughout San Mateo County.

In the 2012 fiscal year SamTrans carried more than 12.6 million passengers on its fixed-route lines and more than 304,000 passengers on its paratransit service.



# Safety

**PUBLIC SAFETY IS A TOP PRIORITY.** San Mateo County's violent crime was among the lowest in the state at 237.2 violent crimes per 100,000 residents. The violent crime rate in 2010 (the latest

year comparisons are available) for the state of California by comparison was 422.3 per 100,000 residents.



Category/crime	SAN MATEO COUNTY CRIMES <sup>25</sup>							
	2005	2006	2007	2008	2009	2010	2011	2012
Violent crimes	2,447	2,195	2,129	2,167	2,072	1,795	1,576	1,764
Homicide	30	22	13	18	16	20	16	10
Forcible rape	155	155	144	142	128	128	135	106
Robbery	715	716	700	731	734	594	492	508
Agg. Assault	1,547	1,302	1,272	1,276	1,194	1,053	933	1,140
Property crimes	18,628	17,792	15,540	16,967	15,772	15,184	14,015	14,433
Burglary	3,335	2,969	2,547	2,854	3,072	3,092	3,196	3,273
Vehicle Theft	2,732	2,749	2,219	2,415	1,988	1,888	1,488	1,566
Total larceny-theft	12,561	12,074	10,774	11,698	10,712	10,204	9,331	9,594
Over \$400	3,677	3,786	3,656	4,194	3,617	3,640	3,568	3,823
\$400 And under	8,884	8,288	7,118	7,504	7,095	6,564	5,763	5,771
Arson	151	149	149	118	125	96	88	84

# Health

**SAN MATEO COUNTY IS COMMITTED TO BUILDING A HEALTHY COMMUNITY.** The County collaborates with community-based partners to provide access to health care services, especially for those who need them the most. With the rising rates of chronic diseases such as obesity, diabetes and heart disease,

the County also works with communities to promote the health and well being of all residents by creating safe and convenient opportunities for everyday physical activities and healthy food choices.



# Education

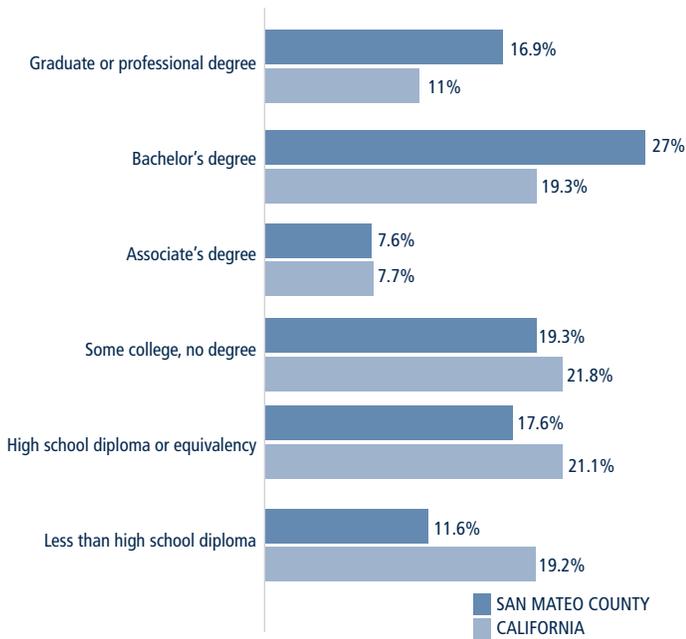
SAN MATEO COUNTY IS HOME TO 183 PUBLIC SCHOOLS and many private schools. Public school enrollment rose to 93,674 in the 2011-12 school year, from 92,124 in 2010-11 and 91,373 in 2009-10. College or graduate school enrollment was 54,870.<sup>26</sup>

In 2011, 88 percent of people 25 years and older had at least graduated from high school, 44 percent had bachelor's degree or higher and 11.6 percent were dropouts.

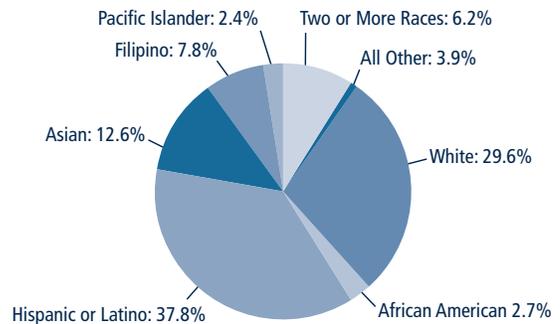
Compared to their peers across the nation, a relatively high number of San Mateo County students take the Scholastic Aptitude Test. San Mateo County students consistently score higher than their peers in the state and across the nation on this test.



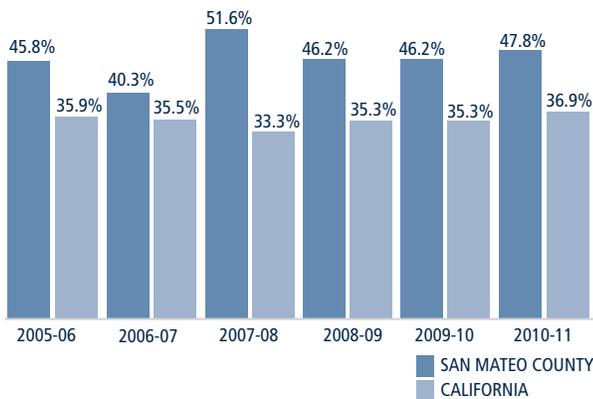
EDUCATIONAL ATTAINMENT OF PEOPLE IN SAN MATEO COUNTY VS. STATE<sup>27</sup>



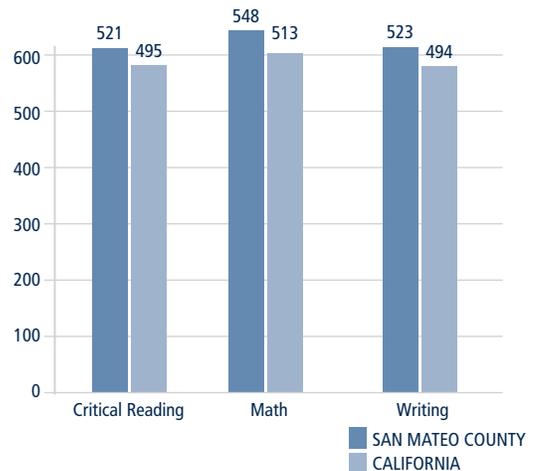
ETHNIC, LANGUAGE AND SOCIOECONOMIC DIVERSITY IN SAN MATEO COUNTY 2011-12<sup>29</sup>  
PUBLIC SCHOOL STUDENT ETHNICITY



PERCENTAGE OF HIGH SCHOOL GRADUATES WITH UC/CSU REQUIRED COURSES<sup>28</sup>



AVERAGE SAT SCORES 2010-2011<sup>30</sup>



## Sources

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Photo credits:

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## COUNTY SUMMARIES

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 **RECOMMENDED BUDGET**



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

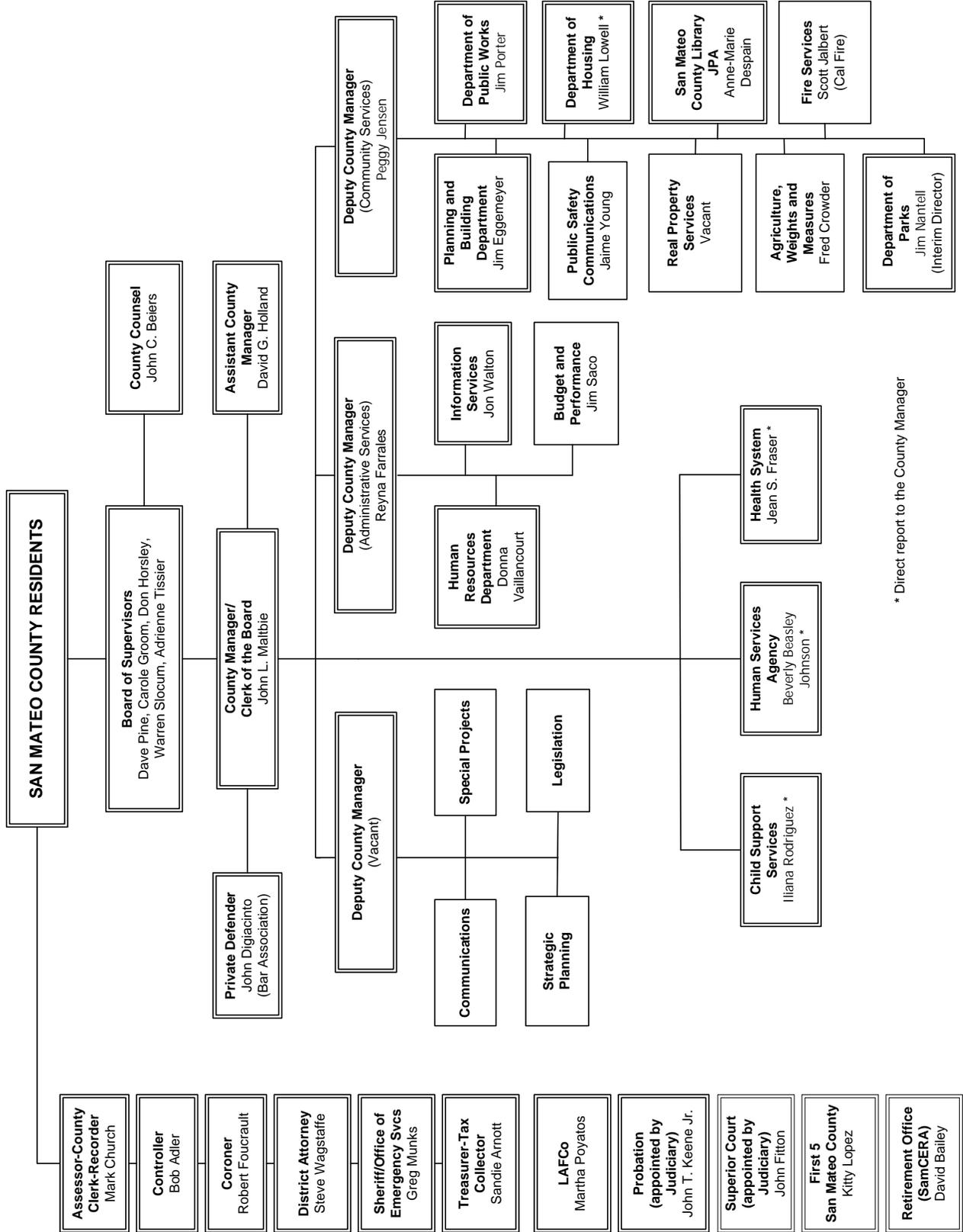
The highest standards of public service

A common vision of responsiveness

The highest standards of ethical conduct

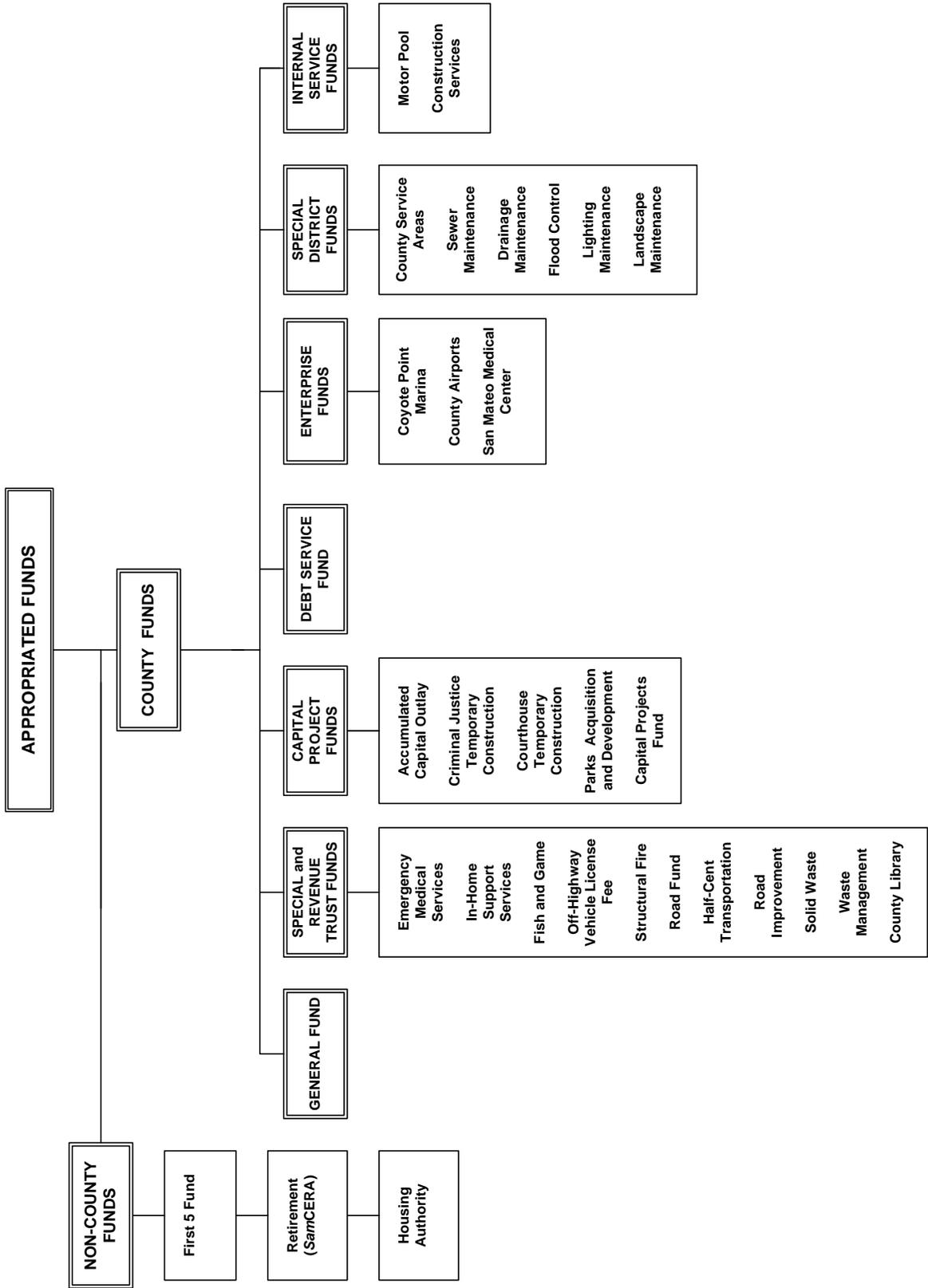
Treating people with respect and dignity





\* Direct report to the County Manager

**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 and 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 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* previously accounted for revenues derived from management and operation of the Ox Mountain landfill. The contract with the landfill operator expired on December 31, 2009 and tipping fee revenues from that agreement have been replaced with a newly implemented AB 939 Waste Diversion Fee, which will be accounted for in the Waste Management Fund. Remaining reserves in the Solid Waste Fund will be used to close and monitor County-owned landfills in Pescadero and Half Moon Bay until such time that the funds are exhausted.

The *Waste Management Fund* accounts for revenues from the newly implemented AB 939 Waste Diversion Fee as well as Garbage Collection Administration Fees. The new AB 939 Fee, which is derived from landfill disposal in the unincorporated lands of the County, will be used to prepare and implement a countywide integrated waste management plan. This Fee will also fund eligible Solid Waste Management and Diversion programs, and Household Hazardous Waste and state-mandated Local Enforcement Agency programs administered by Environment Health.

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 the *Fish and Game Propagation Fund* and the *Off-Highway Vehicle License Fees Fund*.

## 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. No funds are budgeted in FY 2012-13.

The *Courthouse Temporary 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 *Criminal Justice Temporary 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 Courthouse Temporary Construction Fund above.

The *Capital Projects Fund* was established to centrally budget 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 *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 the *Highlands Landscape Maintenance District Fund* and the *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 *Motor Pool Internal Service 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.

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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.

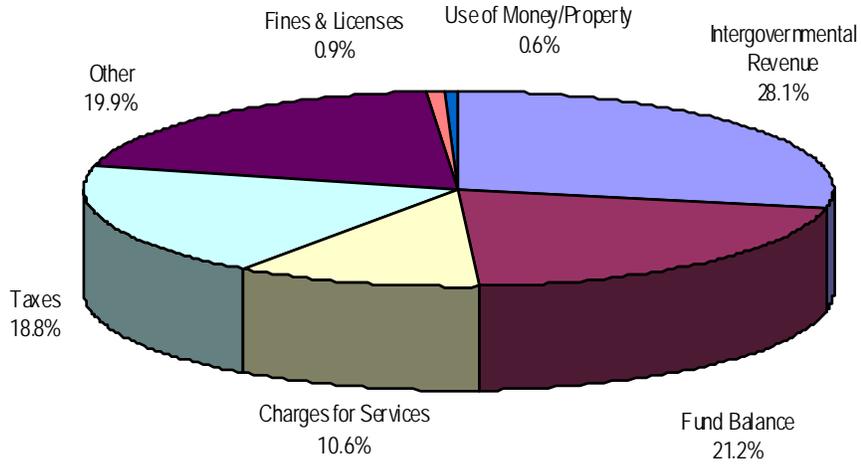
## Non-County Funds

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.

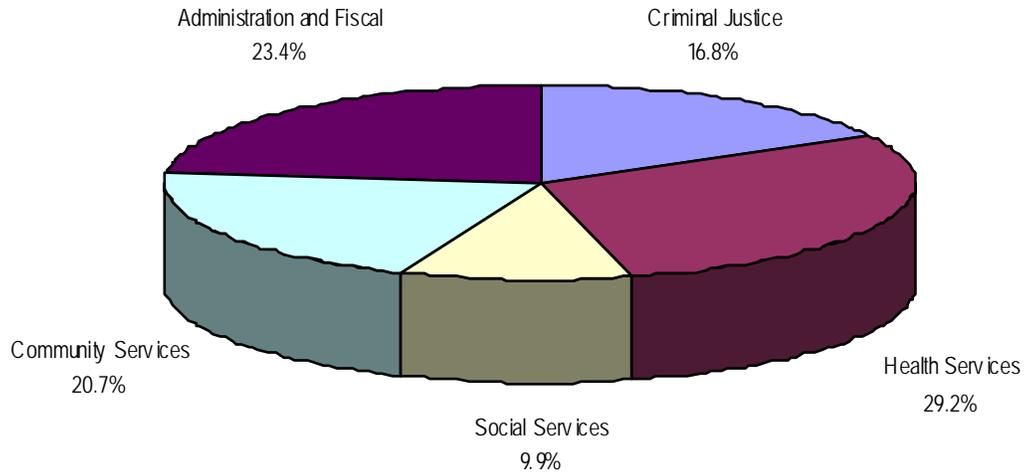
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing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

### All County Funds FY 2013-14 Recommended Sources



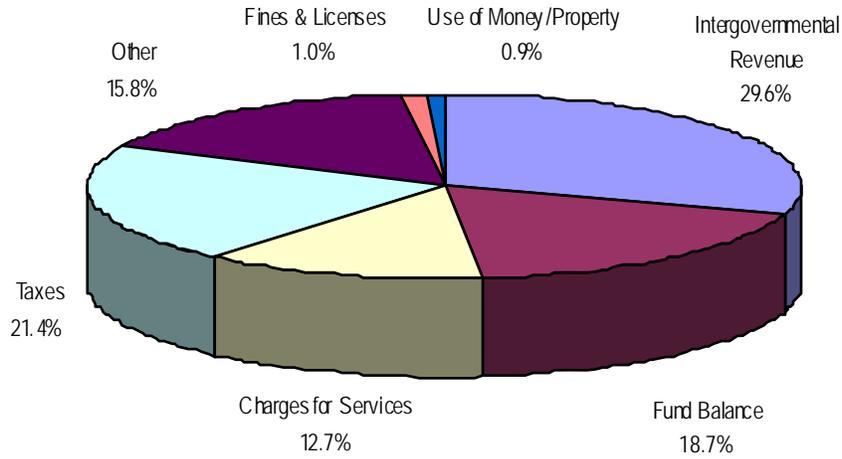
Sources of Funds	Recommended FY 2013-14	Percent of Total
Taxes	395,220,140	18.75%
Licenses, Permits and Franchises	8,385,317	0.40%
Fines, Forfeitures and Penalties	11,083,404	0.53%
Use of Money and Property	12,330,408	0.59%
Intergovernmental Revenues	591,293,261	28.05%
Charges for Services	222,893,517	10.58%
Interfund Revenue	86,974,062	4.13%
Miscellaneous Revenue	51,752,011	2.46%
Other Financing Sources	281,431,548	13.35%
Fund Balance	446,270,076	21.17%
<b>TOTAL SOURCES</b>	<b>2,107,633,744</b>	<b>100.00%</b>

### All County Funds FY 2013-14 Recommended Requirements



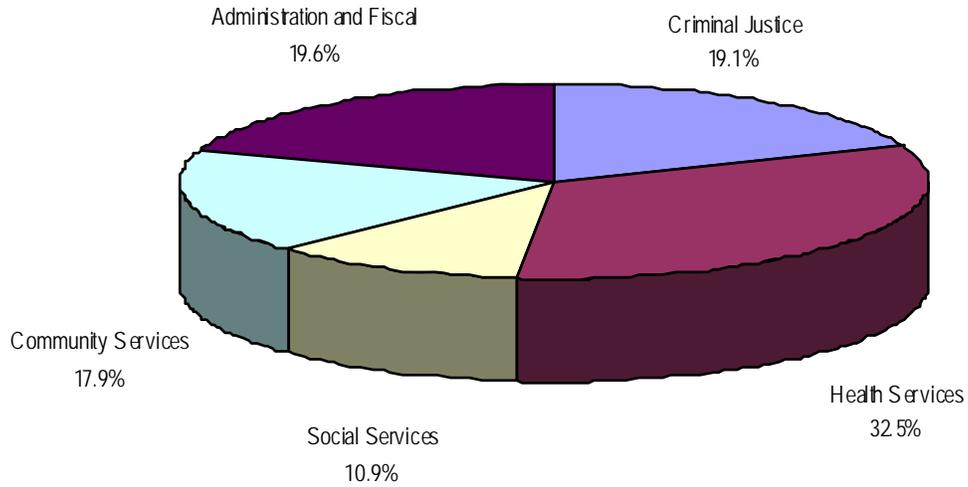
Use of Funds	Recommended FY 2013-14	Percent of Total
Criminal Justice	354,933,808	16.84%
Health Services	616,189,386	29.24%
Social Services	208,567,127	9.90%
Community Services	435,288,247	20.65%
Administration and Fiscal	492,655,176	23.37%
<b>TOTAL REQUIREMENTS</b>	<b>2,107,633,744</b>	<b>100.00%</b>

### All County Funds FY 2014-15 Recommended Sources



Sources of Funds	Recommended FY 2014-15	Percent of Total
Taxes	403,122,768	21.35%
Licenses, Permits and Franchises	8,495,141	0.45%
Fines, Forfeitures and Penalties	11,047,121	0.59%
Use of Money and Property	16,489,137	0.87%
Intergovernmental Revenues	558,711,736	29.59%
Charges for Services	240,205,800	12.72%
Interfund Revenue	85,501,811	4.53%
Miscellaneous Revenue	41,642,195	2.21%
Other Financing Sources	170,312,314	9.02%
Fund Balance	352,572,086	18.67%
<b>TOTAL SOURCES</b>	<b>1,888,100,109</b>	<b>100.00%</b>

### All County Funds FY 2014-15 Recommended Requirements



Use of Funds	Recommended FY 2014-15	Percent of Total
Criminal Justice	360,531,562	19.09%
Health Services	614,074,415	32.52%
Social Services	205,570,480	10.89%
Community Services	337,133,882	17.86%
Administration and Fiscal	370,789,770	19.64%
<b>TOTAL REQUIREMENTS</b>	<b>1,888,100,109</b>	<b>100.00%</b>

County of San Mateo  
Total Requirements - All Funds

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>TOTAL REQUIREMENTS</b>							
Criminal Justice Agency	317,467,868	319,076,186	353,119,730	354,933,808	1,814,078	360,531,562	5,597,754
Health System	306,629,740	301,569,814	331,866,029	328,534,430	(3,331,599)	328,469,481	(64,949)
Social Services	187,074,464	176,219,016	197,309,354	208,567,127	11,257,773	205,570,480	(2,996,647)
Community Services	60,095,909	60,497,856	64,866,561	68,592,336	3,725,775	66,090,232	(2,502,104)
Administration and Fiscal	382,242,958	359,824,100	321,221,237	444,377,826	123,156,589	326,433,753	(117,944,073)
<b>Subtotal General Fund</b>	<b>1,253,510,939</b>	<b>1,217,186,972</b>	<b>1,268,382,911</b>	<b>1,405,005,527</b>	<b>136,622,616</b>	<b>1,287,095,508</b>	<b>(117,910,019)</b>
Enterprise Funds	275,733,396	271,563,830	266,534,588	273,296,493	6,761,905	263,017,718	(10,278,775)
Special Revenue Funds	85,970,048	90,199,774	102,841,544	110,204,143	7,362,599	89,352,444	(20,851,699)
Trust Funds	31,727,773	32,736,377	31,722,128	35,441,573	3,719,445	33,997,001	(1,444,572)
Capital Projects Funds	82,613,470	21,941,210	92,188,728	147,028,369	54,839,641	89,301,494	(57,726,875)
Debt Service Fund	46,917,211	47,279,449	47,661,809	48,277,350	615,541	47,594,060	(683,290)
Special Districts Funds	62,723,476	68,627,588	66,983,783	72,054,428	5,070,645	60,968,700	(11,085,728)
Internal Service Funds	14,385,636	14,518,112	16,318,068	16,325,861	7,793	16,773,184	447,323
<b>Total Non-General Fund</b>	<b>600,071,010</b>	<b>546,866,340</b>	<b>624,250,648</b>	<b>702,628,217</b>	<b>78,377,569</b>	<b>601,004,601</b>	<b>(101,623,616)</b>
<b>Total Req - All Funds</b>	<b>1,853,581,951</b>	<b>1,764,053,311</b>	<b>1,892,633,559</b>	<b>2,107,633,744</b>	<b>215,000,185</b>	<b>1,888,100,109</b>	<b>(219,533,635)</b>
<b>Total Sources - All Funds</b>	<b>1,853,581,951</b>	<b>1,764,053,311</b>	<b>1,892,633,559</b>	<b>2,107,633,744</b>	<b>215,000,185</b>	<b>1,888,100,109</b>	<b>(219,533,635)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	5,441.0	5,305.0	5,135.0	5,247.0	112.0	5,289.0	42.0
Funded FTE	5,235.8	5,113.1	4,966.7	5,097.9	131.2	5,115.6	17.6

County of San Mateo  
All Funds

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	403,421,015	399,874,012	382,479,436	395,220,140	12,740,704	403,122,768	7,902,628
Licenses, Permits and Franchises	8,497,921	8,677,240	8,543,681	8,385,317	(158,364)	8,495,141	109,824
Fines, Forfeitures and Penalties	12,644,958	11,082,432	11,168,203	11,083,404	(84,799)	11,047,121	(36,283)
Use of Money and Property	12,053,585	12,261,278	10,456,768	12,330,408	1,873,640	16,489,137	4,158,729
Intergovernmental Revenues	466,954,800	485,172,608	542,329,401	591,293,261	48,963,860	558,711,736	(32,581,525)
Charges for Services	256,924,923	221,824,570	211,133,855	222,893,517	11,759,662	240,205,800	17,312,283
Interfund Revenue	91,477,172	79,800,627	97,818,690	86,974,062	(10,844,628)	85,501,811	(1,472,251)
Miscellaneous Revenue	40,766,954	44,378,607	34,245,900	51,752,011	17,506,111	41,642,195	(10,109,816)
Other Financing Sources	122,409,988	101,006,135	178,048,506	281,431,548	103,383,042	170,312,314	(111,119,234)
<b>Total Revenue</b>	<b>1,415,151,316</b>	<b>1,364,077,510</b>	<b>1,476,224,440</b>	<b>1,661,363,668</b>	<b>185,139,228</b>	<b>1,535,528,023</b>	<b>(125,835,645)</b>
Fund Balance	438,430,635	399,975,801	416,409,119	446,270,076	29,860,957	352,572,086	(93,697,990)
<b>TOTAL SOURCES</b>	<b>1,853,581,951</b>	<b>1,764,053,311</b>	<b>1,892,633,559</b>	<b>2,107,633,744</b>	<b>215,000,185</b>	<b>1,888,100,109</b>	<b>(219,533,635)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	711,037,095	715,754,446	741,506,112	816,568,486	75,062,374	788,152,515	(28,415,971)
Services and Supplies	424,004,905	380,599,667	488,159,370	514,228,842	26,069,472	493,706,121	(20,522,721)
Other Charges	286,649,485	285,244,650	301,702,377	298,237,552	(3,464,825)	296,661,086	(1,576,466)
Fixed Assets	79,544,391	23,405,241	109,966,931	174,869,640	64,902,709	99,472,573	(75,397,067)
Other Financing Uses	123,477,619	103,408,426	143,574,990	179,428,441	35,853,451	114,873,787	(64,554,654)
<b>Gross Appropriations</b>	<b>1,624,713,494</b>	<b>1,508,412,431</b>	<b>1,784,909,780</b>	<b>1,983,332,961</b>	<b>198,423,181</b>	<b>1,792,866,082</b>	<b>(190,466,879)</b>
Intrafund Transfers	(169,087,637)	(160,752,962)	(178,388,841)	(187,200,680)	(8,811,839)	(187,596,517)	(395,837)
<b>Net Appropriations</b>	<b>1,455,625,857</b>	<b>1,347,659,468</b>	<b>1,606,520,939</b>	<b>1,796,132,281</b>	<b>189,611,342</b>	<b>1,605,269,565</b>	<b>(190,862,716)</b>
Contingencies/Dept Reserves	397,956,093	416,393,843	266,112,620	311,501,463	25,388,843	282,830,544	(28,670,919)
<b>TOTAL REQUIREMENTS</b>	<b>1,853,581,951</b>	<b>1,764,053,311</b>	<b>1,892,633,559</b>	<b>2,107,633,744</b>	<b>215,000,185</b>	<b>1,888,100,109</b>	<b>(219,533,635)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	5,441.0	5,305.0	5,135.0	5,247.0	112.0	5,289.0	42.0
Funded FTE	5,235.8	5,113.1	4,966.7	5,097.9	131.2	5,115.6	17.6

County of San Mateo  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	371,276,557	366,923,355	352,156,907	362,877,634	10,720,727	371,682,689	8,805,055
Licenses, Permits and Franchises	5,400,251	5,859,713	5,815,816	5,682,291	(133,525)	5,792,115	109,824
Fines, Forfeitures and Penalties	10,019,389	8,647,246	8,735,972	8,651,873	(84,099)	8,615,590	(36,283)
Use of Money and Property	7,778,916	8,334,248	7,186,424	9,018,203	1,831,779	13,154,432	4,136,229
Intergovernmental Revenues	364,024,410	381,577,910	418,186,056	455,763,125	37,577,069	452,302,995	(3,460,130)
Charges for Services	89,827,354	102,173,054	107,754,073	108,800,338	1,046,265	106,181,619	(2,618,719)
Interfund Revenue	61,963,081	60,204,670	66,181,741	55,041,773	(11,139,968)	54,564,344	(477,429)
Miscellaneous Revenue	34,408,167	28,997,108	21,823,507	35,699,330	13,875,823	32,232,043	(3,467,287)
Other Financing Sources	572,787	33,208	172,266	63,081,962	62,909,696	513,422	(62,568,540)
<b>Total Revenue</b>	<b>945,270,912</b>	<b>962,750,513</b>	<b>988,012,762</b>	<b>1,104,616,529</b>	<b>116,603,767</b>	<b>1,045,039,249</b>	<b>(59,577,280)</b>
Fund Balance	308,240,027	254,436,458	280,370,149	300,388,998	20,018,849	242,056,259	(58,332,739)
<b>TOTAL SOURCES</b>	<b>1,253,510,939</b>	<b>1,217,186,972</b>	<b>1,268,382,911</b>	<b>1,405,005,527</b>	<b>136,622,616</b>	<b>1,287,095,508</b>	<b>(117,910,019)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	534,093,827	537,891,985	574,391,309	643,716,227	69,324,918	613,666,318	(30,049,909)
Services and Supplies	302,805,515	251,385,251	330,346,202	338,104,898	7,758,696	326,112,614	(11,992,284)
Other Charges	211,265,024	204,193,836	221,677,365	223,320,666	1,643,301	222,637,794	(682,872)
Fixed Assets	7,408,395	3,949,995	10,247,554	14,468,011	4,220,457	13,719,774	(748,237)
Other Financing Uses	103,986,145	88,611,526	122,465,839	159,863,278	37,397,439	96,795,908	(63,067,370)
<b>Gross Appropriations</b>	<b>1,159,558,906</b>	<b>1,086,032,593</b>	<b>1,259,128,269</b>	<b>1,379,473,080</b>	<b>120,344,811</b>	<b>1,272,932,408</b>	<b>(106,540,672)</b>
Intrafund Transfers	(158,479,233)	(151,790,166)	(169,049,487)	(177,053,280)	(8,003,793)	(178,191,049)	(1,137,769)
<b>Net Appropriations</b>	<b>1,001,079,673</b>	<b>934,242,427</b>	<b>1,090,078,782</b>	<b>1,202,419,800</b>	<b>112,341,018</b>	<b>1,094,741,359</b>	<b>(107,678,441)</b>
Contingencies/Dept Reserves	252,431,266	282,944,545	178,304,129	202,585,727	24,281,598	192,354,149	(10,231,578)
<b>TOTAL REQUIREMENTS</b>	<b>1,253,510,939</b>	<b>1,217,186,972</b>	<b>1,268,382,911</b>	<b>1,405,005,527</b>	<b>136,622,616</b>	<b>1,287,095,508</b>	<b>(117,910,019)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	3,943.0	3,885.0	3,918.0	4,002.0	84.0	4,044.0	42.0
Funded FTE	3,868.5	3,803.8	3,834.9	3,939.0	104.1	3,956.2	17.3

Criminal Justice  
General Fund

FY 2013-14 and 2014 -15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	14,092	15,354	13,315	13,600	285	13,600	
Fines, Forfeitures and Penalties	8,862,310	7,630,933	7,764,500	7,679,800	(84,700)	7,651,436	(28,364)
Intergovernmental Revenues	84,208,464	103,135,628	127,681,560	127,741,552	59,992	130,663,808	2,922,256
Charges for Services	18,948,822	19,854,753	19,716,222	19,999,670	283,448	19,788,996	(210,674)
Interfund Revenue	13,249,686	3,947,303	3,865,141	3,932,604	67,463	3,912,546	(20,058)
Miscellaneous Revenue	2,621,270	2,828,536	1,996,880	2,178,733	181,853	2,228,733	50,000
Other Financing Sources	303,215	21,150					
<b>Total Revenue</b>	<b>128,207,858</b>	<b>137,433,657</b>	<b>161,037,618</b>	<b>161,545,959</b>	<b>508,341</b>	<b>164,259,119</b>	<b>2,713,160</b>
Fund Balance	14,231,218	17,703,108	18,713,405	16,238,743	(2,474,662)	14,995,874	(1,242,869)
<b>TOTAL SOURCES</b>	<b>142,439,076</b>	<b>155,136,765</b>	<b>179,751,023</b>	<b>177,784,702</b>	<b>(1,966,321)</b>	<b>179,254,993</b>	<b>1,470,291</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	210,443,839	214,936,975	228,725,283	232,004,258	3,278,975	240,212,411	8,208,153
Services and Supplies	55,139,701	53,153,790	71,409,370	66,131,826	(5,277,544)	64,362,782	(1,769,044)
Other Charges	56,035,570	55,048,798	56,818,786	59,896,114	3,077,328	59,954,031	57,917
Fixed Assets	6,196,442	3,219,680	6,050,983	8,083,818	2,032,835	6,529,774	(1,554,044)
Other Financing Uses	1,880,796	3,248,267	905,009	904,997	(12)	903,971	(1,026)
<b>Gross Appropriations</b>	<b>329,696,348</b>	<b>329,607,511</b>	<b>363,909,431</b>	<b>367,021,013</b>	<b>3,111,582</b>	<b>371,962,969</b>	<b>4,941,956</b>
Intrafund Transfers	(20,434,446)	(17,425,395)	(21,035,109)	(21,588,479)	(553,370)	(20,685,324)	903,155
<b>Net Appropriations</b>	<b>309,261,902</b>	<b>312,182,115</b>	<b>342,874,322</b>	<b>345,432,534</b>	<b>2,558,212</b>	<b>351,277,645</b>	<b>5,845,111</b>
Contingencies/Dept Reserves	8,205,966	6,894,070	10,245,408	9,501,274	(744,134)	9,253,917	(247,357)
<b>TOTAL REQUIREMENTS</b>	<b>317,467,868</b>	<b>319,076,186</b>	<b>353,119,730</b>	<b>354,933,808</b>	<b>1,814,078</b>	<b>360,531,562</b>	<b>5,597,754</b>
<b>NET COUNTY COST</b>	<b>175,028,792</b>	<b>163,939,420</b>	<b>173,368,707</b>	<b>177,149,106</b>	<b>3,780,399</b>	<b>181,276,569</b>	<b>4,127,463</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1,270.0	1,258.0	1,276.0	1,297.0	21.0	1,353.0	56.0
Funded FTE	1,251.2	1,221.0	1,256.7	1,276.8	20.0	1,305.3	28.5

## Health Services General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	1,393,027	1,476,828	1,441,581	1,451,234	9,653	1,481,234	30,000
Fines, Forfeitures and Penalties	699,500	756,583	943,472	954,073	10,601	946,154	(7,919)
Use of Money and Property	204,878	176,730	211,086	190,323	(20,763)	190,323	
Intergovernmental Revenues	121,118,923	113,105,328	120,862,683	129,014,744	8,152,061	131,167,173	2,152,429
Charges for Services	45,677,615	56,120,214	61,751,245	57,907,298	(3,843,947)	58,041,228	133,930
Interfund Revenue	2,545,728	3,206,271	2,879,286	4,273,800	1,394,514	4,375,016	101,216
Miscellaneous Revenue	20,344,419	19,851,226	16,076,097	29,373,900	13,297,803	25,735,160	(3,638,740)
<b>Total Revenue</b>	<b>191,984,089</b>	<b>194,693,179</b>	<b>204,165,450</b>	<b>223,165,372</b>	<b>18,999,922</b>	<b>221,936,288</b>	<b>(1,229,084)</b>
Fund Balance	17,704,697	17,115,340	12,950,693	3,851,409	(9,099,284)	2,723,625	(1,127,784)
<b>TOTAL SOURCES</b>	<b>209,688,786</b>	<b>211,808,519</b>	<b>217,116,143</b>	<b>227,016,781</b>	<b>9,900,638</b>	<b>224,659,913</b>	<b>(2,356,868)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	122,264,111	124,056,863	132,856,500	141,516,135	8,659,635	143,498,844	1,982,709
Services and Supplies	126,379,197	83,808,648	87,757,142	92,295,612	4,538,470	93,001,702	706,090
Other Charges	46,359,383	46,013,945	49,992,533	47,073,454	(2,919,079)	47,129,494	56,040
Fixed Assets	106,750	122,425	62,575	214,193	151,618		(214,193)
Other Financing Uses	21,946,869	59,480,977	77,570,176	71,759,592	(5,810,584)	73,028,553	1,268,961
<b>Gross Appropriations</b>	<b>317,056,310</b>	<b>313,482,859</b>	<b>348,238,926</b>	<b>352,858,986</b>	<b>4,620,060</b>	<b>356,658,593</b>	<b>3,799,607</b>
Intrafund Transfers	(23,264,253)	(22,665,977)	(25,933,978)	(26,962,739)	(1,028,761)	(27,220,487)	(257,748)
<b>Net Appropriations</b>	<b>293,792,057</b>	<b>290,816,882</b>	<b>322,304,948</b>	<b>325,896,247</b>	<b>3,591,299</b>	<b>329,438,106</b>	<b>3,541,859</b>
Contingencies/Dept Reserves	12,837,683	10,752,932	9,561,081	2,638,183	(6,922,898)	2,269,418	(368,765)
<b>TOTAL REQUIREMENTS</b>	<b>306,629,740</b>	<b>301,569,814</b>	<b>331,866,029</b>	<b>328,534,430</b>	<b>(3,331,599)</b>	<b>331,707,524</b>	<b>3,173,094</b>
<b>NET COUNTY COST</b>	<b>96,940,954</b>	<b>89,761,295</b>	<b>114,749,886</b>	<b>101,517,649</b>	<b>(13,232,237)</b>	<b>107,047,611</b>	<b>5,529,962</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1,022.0	1,014.0	1,016.0	1,054.0	38.0	1,057.0	3.0
Funded FTE	982.0	985.5	981.1	1,021.9	40.8	1,027.6	5.8

Social Services  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	144,769,086	140,341,684	156,570,320	165,629,132	9,058,812	162,913,832	(2,715,300)
Charges for Services	726,556	759,411	1,803,481	1,775,000	(28,481)	1,775,000	
Interfund Revenue	34,577	41,955	36,000	40,000	4,000	40,000	
Miscellaneous Revenue	4,581,621	2,557,642	1,941,576	2,216,284	274,708	2,346,647	130,363
<b>Total Revenue</b>	<b>150,111,840</b>	<b>143,700,691</b>	<b>160,351,377</b>	<b>169,660,416</b>	<b>9,309,039</b>	<b>167,075,479</b>	<b>(2,584,937)</b>
Fund Balance	6,943,083	5,945,724	7,189,504	6,263,156	(926,348)	5,148,156	(1,115,000)
<b>TOTAL SOURCES</b>	<b>157,054,923</b>	<b>149,646,415</b>	<b>167,540,881</b>	<b>175,923,572</b>	<b>8,382,691</b>	<b>172,223,635</b>	<b>(3,699,937)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	90,981,732	88,180,693	94,942,621	102,682,872	7,740,251	102,119,052	(563,820)
Services and Supplies	43,691,801	38,439,902	48,302,180	55,861,207	7,559,027	53,616,918	(2,244,289)
Other Charges	71,341,641	65,609,918	73,688,344	74,556,581	868,237	73,705,802	(850,779)
Fixed Assets	765		150,000		(150,000)		
Other Financing Uses	292,936	291,701	293,032	286,587	(6,445)	286,505	(82)
<b>Gross Appropriations</b>	<b>206,308,875</b>	<b>192,522,214</b>	<b>217,376,177</b>	<b>233,387,247</b>	<b>16,011,070</b>	<b>229,728,277</b>	<b>(3,658,970)</b>
Intrafund Transfers	(24,859,615)	(22,217,702)	(26,107,873)	(29,968,276)	(3,860,403)	(29,305,953)	662,323
<b>Net Appropriations</b>	<b>181,449,260</b>	<b>170,304,513</b>	<b>191,268,304</b>	<b>203,418,971</b>	<b>12,150,667</b>	<b>200,422,324</b>	<b>(2,996,647)</b>
Contingencies/Dept Reserves	5,625,204	5,914,503	6,041,050	5,148,156	(892,894)	5,148,156	
<b>TOTAL REQUIREMENTS</b>	<b>187,074,464</b>	<b>176,219,016</b>	<b>197,309,354</b>	<b>208,567,127</b>	<b>11,257,773</b>	<b>205,570,480</b>	<b>(2,996,647)</b>
<b>NET COUNTY COST</b>	<b>30,019,541</b>	<b>26,572,600</b>	<b>29,768,473</b>	<b>32,643,555</b>	<b>2,875,082</b>	<b>33,346,845</b>	<b>703,290</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	823.0	794.0	825.0	865.0	40.0	848.0	(17.0)
Funded FTE	814.0	786.7	803.6	860.8	57.2	843.8	(17.0)

## Community Services General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	3,590,493	3,974,703	3,969,663	3,819,162	(150,501)	3,898,986	79,824
Fines, Forfeitures and Penalties	42,353	61,422	28,000	18,000	(10,000)	18,000	
Use of Money and Property	1,035,389	1,227,341	979,800	1,129,219	149,419	1,138,583	9,364
Intergovernmental Revenues	10,718,889	7,130,500	8,619,114	11,800,671	3,181,557	11,201,291	(599,380)
Charges for Services	3,110,313	4,959,978	4,527,536	4,588,552	61,016	4,646,996	58,444
Interfund Revenue	25,244,802	29,589,043	30,893,568	30,604,767	(288,801)	30,609,193	4,426
Miscellaneous Revenue	2,545,357	1,732,166	1,213,154	1,306,710	93,556	1,306,710	
Other Financing Sources	264,611	9,958	170,066	261,222	91,156	261,222	
<b>Total Revenue</b>	<b>46,552,207</b>	<b>48,685,112</b>	<b>50,400,901</b>	<b>53,528,303</b>	<b>3,127,402</b>	<b>53,080,981</b>	<b>(447,322)</b>
Fund Balance	5,087,399	4,371,642	4,171,190	3,812,823	(358,367)	1,715,473	(2,097,350)
<b>TOTAL SOURCES</b>	<b>51,639,606</b>	<b>53,056,754</b>	<b>54,572,091</b>	<b>57,341,126</b>	<b>2,769,035</b>	<b>54,796,454</b>	<b>(2,544,672)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	37,713,853	38,080,040	39,759,712	40,832,130	1,072,418	41,297,636	465,506
Services and Supplies	26,657,686	26,484,326	29,723,216	27,013,269	(2,709,947)	23,847,297	(3,165,972)
Other Charges	26,560,793	26,371,805	27,526,132	29,651,436	2,125,304	29,807,761	156,325
Fixed Assets	45,430	166,849	385,575	260,000	(125,575)	205,000	(55,000)
Other Financing Uses	12,979,308	13,044,668					
<b>Gross Appropriations</b>	<b>103,957,070</b>	<b>104,147,687</b>	<b>97,394,635</b>	<b>97,756,835</b>	<b>362,200</b>	<b>95,157,694</b>	<b>(2,599,141)</b>
Intrafund Transfers	(46,827,517)	(46,702,647)	(34,911,617)	(30,208,597)	4,703,020	(30,121,747)	86,850
<b>Net Appropriations</b>	<b>57,129,553</b>	<b>57,445,041</b>	<b>62,483,018</b>	<b>67,548,238</b>	<b>5,065,220</b>	<b>65,035,947</b>	<b>(2,512,291)</b>
Contingencies/Dept Reserves	2,966,356	3,052,816	2,383,543	1,044,098	(1,339,445)	1,054,285	10,187
<b>TOTAL REQUIREMENTS</b>	<b>60,095,909</b>	<b>60,497,856</b>	<b>64,866,561</b>	<b>68,592,336</b>	<b>3,725,775</b>	<b>66,090,232</b>	<b>(2,502,104)</b>
<b>NET COUNTY COST</b>	<b>8,456,303</b>	<b>7,441,102</b>	<b>10,294,470</b>	<b>11,251,210</b>	<b>956,740</b>	<b>11,293,778</b>	<b>42,568</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	318.0	314.0	305.0	304.0	(1.0)	304.0	
Funded FTE	315.0	311.4	303.2	301.3	(1.9)	301.3	

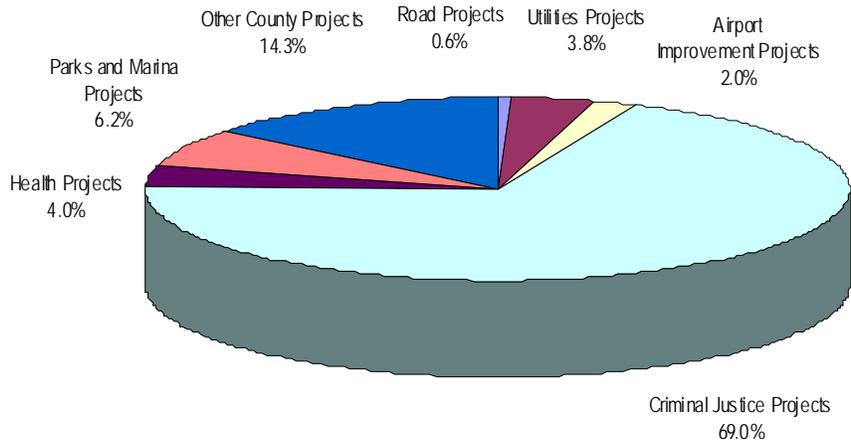
## Administration and Fiscal General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	371,276,557	366,923,355	352,156,907	362,877,634	10,720,727	371,682,689	8,805,055
Licenses, Permits and Franchises	402,639	392,828	391,257	398,295	7,038	398,295	
Fines, Forfeitures and Penalties	415,227	198,308					
Use of Money and Property	6,538,649	6,930,177	5,995,538	7,698,661	1,703,123	11,825,526	4,126,865
Intergovernmental Revenues	3,209,048	17,864,771	4,452,379	21,577,026	17,124,647	16,356,891	(5,220,135)
Charges for Services	21,364,049	20,478,699	19,955,589	24,529,818	4,574,229	21,929,399	(2,600,419)
Interfund Revenue	20,888,288	23,420,099	28,507,746	16,190,602	(12,317,144)	15,627,589	(563,013)
Miscellaneous Revenue	4,315,501	2,027,539	595,800	623,703	27,903	614,793	(8,910)
Other Financing Sources	4,960	2,099	2,200	62,820,740	62,818,540	252,200	(62,568,540)
<b>Total Revenue</b>	<b>428,414,918</b>	<b>438,237,875</b>	<b>412,057,416</b>	<b>496,716,479</b>	<b>84,659,063</b>	<b>438,687,382</b>	<b>(58,029,097)</b>
Fund Balance	264,273,630	209,300,644	237,345,357	270,222,867	32,877,510	217,473,131	(52,749,736)
<b>TOTAL SOURCES</b>	<b>692,688,548</b>	<b>647,538,519</b>	<b>649,402,773</b>	<b>766,939,346</b>	<b>117,536,573</b>	<b>656,160,513</b>	<b>(110,778,833)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	72,690,291	72,637,414	78,107,193	126,680,832	48,573,639	86,538,375	(40,142,457)
Services and Supplies	50,937,129	49,498,586	93,154,294	96,802,984	3,648,690	91,283,915	(5,519,069)
Other Charges	10,967,637	11,149,369	13,651,570	12,143,081	(1,508,489)	12,040,706	(102,375)
Fixed Assets	1,059,008	441,040	3,598,421	5,910,000	2,311,579	6,985,000	1,075,000
Other Financing Uses	66,886,236	12,545,913	43,697,622	86,912,102	43,214,480	22,576,879	(64,335,223)
<b>Gross Appropriations</b>	<b>202,540,302</b>	<b>146,272,323</b>	<b>232,209,100</b>	<b>328,448,999</b>	<b>96,239,899</b>	<b>219,424,875</b>	<b>(109,024,124)</b>
Intrafund Transfers	(43,093,401)	(42,778,446)	(61,060,910)	(68,325,189)	(7,264,279)	(70,857,538)	(2,532,349)
<b>Net Appropriations</b>	<b>159,446,901</b>	<b>103,493,877</b>	<b>171,148,190</b>	<b>260,123,810</b>	<b>88,975,620</b>	<b>148,567,337</b>	<b>(111,556,473)</b>
Contingencies/Dept Reserves	222,796,058	256,330,224	150,073,047	184,254,016	34,180,969	174,628,373	(9,625,643)
<b>TOTAL REQUIREMENTS</b>	<b>382,242,958</b>	<b>359,824,100</b>	<b>321,221,237</b>	<b>444,377,826</b>	<b>123,156,589</b>	<b>323,195,710</b>	<b>(121,182,116)</b>
<b>NET COUNTY COST</b>	<b>(310,475,126)</b>	<b>(287,745,463)</b>	<b>(328,181,536)</b>	<b>(322,561,520)</b>	<b>5,620,016</b>	<b>(332,964,803)</b>	<b>(10,403,283)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	510.0	505.0	496.0	482.0	(14.0)	482.0	
Funded FTE	506.4	499.1	490.2	478.2	(12.0)	478.2	

# Capital Projects Summary All Funds

**Capital Projects Budget by Function FY 2013-14**



Capital Improvement Projects Budget	FY 2013-14	FY 2014-15
Road Construction and Maintenance Projects		
Major Construction Projects (Road Fund)	927,602	940,000
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	0	0
Utilities Projects		
Sewer Maintenance / Sanitation Projects	5,564,000	450,000
Flood Control Projects	0	2,000,000
Lighting	0	0
Airport Improvement Projects	2,885,007	130,000
Capital Projects Fund		
Criminal Justice Projects	100,039,275	61,560,518
Health Projects	5,799,297	3,829,398
Parks and Marina Projects	9,026,036	4,513,018
Human Services Projects	172,500	172,500
Other County Projects	20,497,830	12,560,558
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS</b>	<b>144,911,547</b>	<b>86,155,992</b>

## Capital Projects Summary

### Capital Improvement Program Fiscal Year 2013 -14

The proposed Capital Improvement Program (CIP) for Fiscal Year 2013 -14 is hereby submitted pursuant to Section 2.16.120 of the San Mateo County Ordinance Code. The CIP includes one-time outlay of funds for construction, structural improvements, and non-structural renovations to County-owned facilities. It also includes major construction, renovation or rehabilitation of county infrastructure assets such as roads, utilities, and airports, which are budgeted separately in the Department of Public Works budget. This summary provides a brief overview of the County's Capital Improvement Program.

The County also utilizes a five-year Facilities Capital Plan, which serves as a planning tool to track all capital projects and their estimated costs, giving policy makers an instrument to schedule future projects and anticipate potential financial challenges. At the time of the adopted budget, the County will publish a Five-Year Facilities Capital Plan, detailing all projects in the upcoming CIP, as well as proposed projects for future years.

Large scale projects may extend over several fiscal years. This Capital Projects Summary reflects only the County's financial commitment for FY 2013-14. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category. All projects submitted for inclusion in the FY 2013-14 CIP were reviewed by an evaluation team comprised of representatives from the Department of Public Works, the County Manager's Office, and customer departments.

### Capital Projects Budget Unit Overview

The Capital Projects Budget Unit (8500D) contains 166 projects, including 103 new projects, representing a total cost of \$135,534,938 in FY 13-14 and \$82,635,992 in FY 14-15. In addition, there are also capital projects appropriated for Road Projects (4520B) of \$927,602 in FY 13-14 and \$940,000 in FY 14-15, Sewer Maintenance and Sanitation Projects (4840B) of \$5,564,000 in FY 13-14 and \$450,000 in FY 14-15, and Flood Control Projects of \$2,000,000 only in FY 14-15, and Airport Improvement Projects (4850B) of \$2,885,007 in FY 13-14 and \$130,000 in FY 14-15.

## Significant Projects Completed in Fiscal Year 2012-13

### Press Room Remodel

In February of 2013, the former County Press Room in the Hall of Justice was completely remodeled. The redesigned space has an open plan with height adjustable work surfaces, extensive natural light, reduced overhead fixtures (9 compared to 23 prior to the remodel), a large "white board" type area, wi-fi access and multiple work and seating options. The remodel exemplifies the new County approach to space use - light, open, flexible and collaborative. In addition to a large group area occupied by the County web team, the former press room also has four "touchdown" stations for visiting staff.

### Energy Efficiency Conservation Block Grant Projects

United States Department of Energy federal program funding in the amount of \$1.2 million was used to complete a number of the County's energy related projects including the Camp Glenwood Solar Thermal Upgrade, the Coroner's Crime Lab Retro-Commissioning, the Nevin Clinic Replacement of Roof Top Units, and the development of the County's Strategic Energy Master Plan. The result of completing all of these projects is reduced energy and maintenance costs to operate County facilities.

Energy efficiency projects completed in FY 12-13 at The Hall of Justice resulted in reduced electrical usage (13.2%) and associated charges (10.3%) when compared FY 11-12. Correspondingly, gas usage was reduced by 51.8% which resulted in a 58.8% reduction in gas charges. These projects improved the Hall of Justice 'energy score' which resulted in a Energy Star Facility rating from the Environmental Protection Agency (EPA).

## Significant Long-term Projects

### Circle Star Way Facility Lease

In March 2011, the County of San Mateo purchased property at One and Two Circle Star Way in San Carlos. The property consists of approximately 6.40 acres of land, two four-story Class A office buildings with approximately 208,000 square feet total, and an adjacent three-story parking structure with approximately 400 parking spaces. In 2013, the County leased 208,000 square feet of office space located in two buildings, Circle Star One and Two, to Starburst I, a subsidiary of Softbank, a Japanese telecommunications firm. The buildings are leased through May of 2020 with an option to extend the leases until March of 2023. Circle Star One, which was leased in April and rent payments will start in January of 2014. Circle Star Two was leased in August and rent payments will start in June of 2014. In FY 13/14, the Circle Star lease will generate \$1.7 million in new revenue for the County. In FY 14/15, with a full year of rent being paid for both buildings, rent revenue will increase to \$5.8 million.

Jail Replacement Project - Maple Street Correctional Center

In December 2010, the County purchased 4.80 acres of real property located at 20, 50, 70 and 80 Chemical Way in Redwood City for \$17.9 million. The property is being used to build a new County jail facility that will accommodate incarcerated men and women. The Sheriff's Office Jail Planning Unit, in collaboration with other County departments, will oversee the planning, design, construction, transition, opening, training and operational evaluation of the future replacement jail facility. The San Mateo County Jail is currently 125 percent to 160 percent over capacity and the Women's Correctional Facility is in need of replacement. On October 4, 2011, the Board authorized the Sheriff to proceed with planning a replacement jail with a rated capacity between 488-552 beds with an additional 88 non-secure transitional beds to include the warm shell. The funding sources for the jail replacement include \$8.3 million from Non-Departmental Services and \$35.9 million from Bond Proceeds for a total cost of \$44.2 million through June 2013. The total cost of the new jail is estimated to cost between \$145-160 million. Operating the new jail is estimated to cost \$50 million per year, which will be partially offset by \$15 million in existing staffing and operational costs that will transfer from the men's and women's facilities.

The Project is budgeted for \$165M to house 576 beds and administrative and support functions with additional warm shell space for future expansion. In early 2013, the project site completed thorough de-contamination and remediation work which meets rigorous State Water Board criteria established for Residential use. By mid-August, 2013, the project has reached 80% of the Design phase. The collaboration and creativity has been embraced by the team (County/Architect/Consultants/ Design-Build Subs/GC) for a delivery that will achieve cost effectiveness, operational excellence, and world class energy efficiencies. While applying for phase-permits and soliciting final bid packages, the project is forging ahead into the Construction phase, with more than 550 foundation pilings started in July 2013 in preparation for an earthquake-resistant structure. The 6-levels new replacement jail is on schedule to be completed by mid-2015.

County of San Mateo  
All Funds

FY 2013-15 Revenues by Type

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Property Taxes - General Fund	188,098,651	175,558,171	194,786,852	195,735,661	948,809	201,268,060	5,532,399
Property Taxes - Non-General Fund	26,568,308	26,974,930	26,853,971	28,527,948	1,673,977	29,011,519	483,571
Property Taxes - Supplemental	4,091,821	4,575,689	3,844,874	4,875,804	1,030,930	4,923,284	47,480
Property Transfer Tax	5,018,220	5,651,398	5,326,850	6,259,279	932,429	6,447,057	187,778
Return of Property Tax (Excess ERAF)	82,387,231	84,408,808	41,087,316	41,388,002	300,686	40,000,000	(1,388,002)
Property Tax In-Lieu of VLF	73,183,567	73,979,325	75,786,761	76,969,528	1,182,767	79,273,119	2,303,591
Property Tax In-Lieu of Sales Tax	4,764,313	5,064,691	6,297,224	6,510,919	213,695	6,615,094	104,175
Sales and Use Taxes	15,254,828	17,840,234	18,299,385	20,130,981	1,831,596	20,433,877	302,896
Half-Cent Transportation Taxes	1,835,196	1,997,065	1,865,199	1,865,199	0	1,865,199	0
Transient Occupancy Tax	978,758	1,104,597	1,084,716	1,267,161	182,445	1,292,504	25,343
Other Taxes	1,240,120	2,719,104	7,246,288	11,689,658	4,443,370	11,993,055	303,397
<b>Taxes</b>	<b>403,421,013</b>	<b>399,874,012</b>	<b>382,479,436</b>	<b>395,220,140</b>	<b>12,740,704</b>	<b>403,122,768</b>	<b>7,902,628</b>
Building Permits	1,773,713	1,902,028	1,960,989	2,030,452	69,463	2,091,366	60,914
Development and Zoning Permits	1,601,972	1,747,431	1,704,204	1,405,128	(299,076)	1,424,038	18,910
Franchise Fees	3,807,910	3,605,437	3,439,972	3,447,171	7,199	3,447,171	0
Other Licenses and Permits	1,314,326	1,422,344	1,438,516	1,502,566	64,050	1,532,566	30,000
<b>Licenses, Permits and Franchises</b>	<b>8,497,921</b>	<b>8,677,240</b>	<b>8,543,681</b>	<b>8,385,317</b>	<b>(158,364)</b>	<b>8,495,141</b>	<b>109,824</b>
Court Fines and Forfeitures	11,502,725	10,293,544	10,603,203	10,518,404	(84,799)	10,482,121	(36,263)
Other Penalties and Forfeitures	1,142,233	788,888	565,000	565,000	0	565,000	0
<b>Fines, Forfeitures and Penalties</b>	<b>12,644,958</b>	<b>11,082,432</b>	<b>11,168,203</b>	<b>11,083,404</b>	<b>(84,799)</b>	<b>11,047,121</b>	<b>(36,283)</b>
Interest Earnings	5,026,149	4,960,832	3,745,986	3,829,450	83,464	3,868,087	38,637
Other Investment Income	2,864,426	3,115,868	2,864,426	2,759,097	(105,329)	2,759,097	0
Rents and Concessions	4,163,010	4,184,578	3,846,356	5,741,861	1,895,505	9,861,953	4,120,092
<b>Use of Money and Property</b>	<b>12,053,585</b>	<b>12,261,278</b>	<b>10,456,768</b>	<b>12,330,408</b>	<b>1,873,640</b>	<b>16,489,137</b>	<b>4,158,729</b>
Former RDA Pass-Through Payments	0	14,252,169	0	13,956,611	13,956,611	13,956,611	0
Realignment	57,759,662	100,385,278	92,509,969	119,013,901	26,503,932	127,063,639	8,049,738
Public Safety Sales Tax (Prop. 172)	49,399,508	55,888,141	60,836,477	68,829,130	7,992,653	62,852,384	(5,976,746)
Social Services Programs	123,746,693	92,966,440	131,586,320	114,983,070	(16,603,250)	111,865,151	(3,117,919)
Housing Programs	5,787,951	3,105,329	3,670,786	7,944,436	4,273,650	7,944,436	0
Behavioral Health & Recovery Svcs	48,478,353	37,653,086	34,916,308	36,405,324	1,489,016	36,211,282	(194,042)
Public Health Services	10,172,952	9,899,675	9,920,898	10,145,633	224,735	10,324,254	178,621

County of San Mateo  
All Funds

FY 2013-15 Revenues by Type

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Family Health Services	10,749,399	10,065,705	11,551,312	13,761,349	2,210,037	13,761,349	0
San Mateo Medical Center	71,642,057	68,149,840	76,237,808	78,435,011	2,197,203	61,262,017	(17,172,994)
Other Federal and State Aid	89,218,225	92,806,945	121,099,523	127,818,796	6,719,273	113,470,613	(14,348,183)
<b>Intergovernmental Revenues</b>	<b>466,954,800</b>	<b>485,172,608</b>	<b>542,329,401</b>	<b>591,293,261</b>	<b>48,963,860</b>	<b>558,711,736</b>	<b>(32,581,525)</b>
General Government Services	19,187,671	18,498,238	18,224,571	21,141,076	2,916,505	18,537,537	(2,603,539)
Public Safety Services	19,662,624	19,812,762	19,865,308	19,765,461	(99,847)	19,614,497	(150,964)
Planning and Building Services	1,489,735	1,457,273	1,449,602	1,550,337	100,735	1,592,532	42,195
Parks Services	2,292,649	2,855,577	2,505,264	2,548,764	43,500	2,688,764	140,000
Library Services	588,062	531,647	568,000	743,000	175,000	743,000	0
Behavioral Health & Recovery Svcs	26,691,404	36,705,445	35,294,901	35,190,586	(104,315)	35,068,796	(121,790)
Public Health Services	1,893,594	1,733,967	1,864,934	1,694,609	(170,325)	1,811,202	116,593
Family Health Services	3,297,864	3,764,734	3,647,468	4,016,989	369,521	4,121,961	104,972
San Mateo Medical Center	149,942,131	103,350,332	86,665,293	96,886,489	10,221,196	116,278,921	19,392,432
Other Health Services	11,430,665	11,888,443	18,437,227	14,452,964	(3,984,263)	14,441,684	(11,280)
Sanitation Services	12,132,723	12,727,081	13,873,462	14,354,094	480,632	14,813,099	459,005
Other Charges for Services	8,315,795	8,499,073	8,737,825	10,549,148	1,811,323	10,493,807	(55,341)
<b>Charges for Services</b>	<b>256,924,917</b>	<b>221,824,572</b>	<b>211,133,855</b>	<b>222,893,517</b>	<b>11,759,662</b>	<b>240,205,800</b>	<b>17,312,283</b>
Interfund Revenue	91,477,172	79,800,627	97,818,690	86,974,062	(10,844,628)	85,501,811	(1,472,251)
<b>Interfund Revenue</b>	<b>91,477,172</b>	<b>79,800,627</b>	<b>97,818,690</b>	<b>86,974,062</b>	<b>(10,844,628)</b>	<b>85,501,811</b>	<b>(1,472,251)</b>
Tobacco Settlement	8,138,037	6,488,262	6,394,812	12,905,193	6,510,381	6,447,440	(6,457,753)
Foundation Grants	6,984,911	10,469,634	11,050,164	11,919,999	869,835	8,198,517	(3,721,482)
Housing Loan & Project Cost Reimb	939,155	833,321	777,960	818,152	40,192	818,152	0
Other Miscellaneous Revenue	24,704,851	26,587,391	16,022,964	26,108,667	10,085,703	26,178,086	69,419
<b>Miscellaneous Revenue</b>	<b>40,766,954</b>	<b>44,378,608</b>	<b>34,245,900</b>	<b>51,752,011</b>	<b>17,506,111</b>	<b>41,642,195</b>	<b>(10,109,816)</b>
Operating Transfers - Capital Projects	67,188,724	9,993,519	78,736,146	132,834,000	54,097,854	81,016,773	(51,817,227)
Operating Transfers - Debt Service	30,264,608	30,368,432	18,656,255	18,683,230	26,975	17,855,303	(827,927)
Other Financing Sources	24,956,656	60,644,184	80,656,105	129,914,318	49,258,213	71,440,238	(58,474,080)
<b>Other Financing Sources</b>	<b>122,409,988</b>	<b>101,006,135</b>	<b>178,048,506</b>	<b>281,431,548</b>	<b>103,383,042</b>	<b>170,312,314</b>	<b>(111,119,234)</b>
<b>Total Revenue</b>	<b>1,415,151,316</b>	<b>1,364,077,510</b>	<b>1,476,224,440</b>	<b>1,661,363,668</b>	<b>185,139,228</b>	<b>1,535,528,023</b>	<b>(125,835,645)</b>

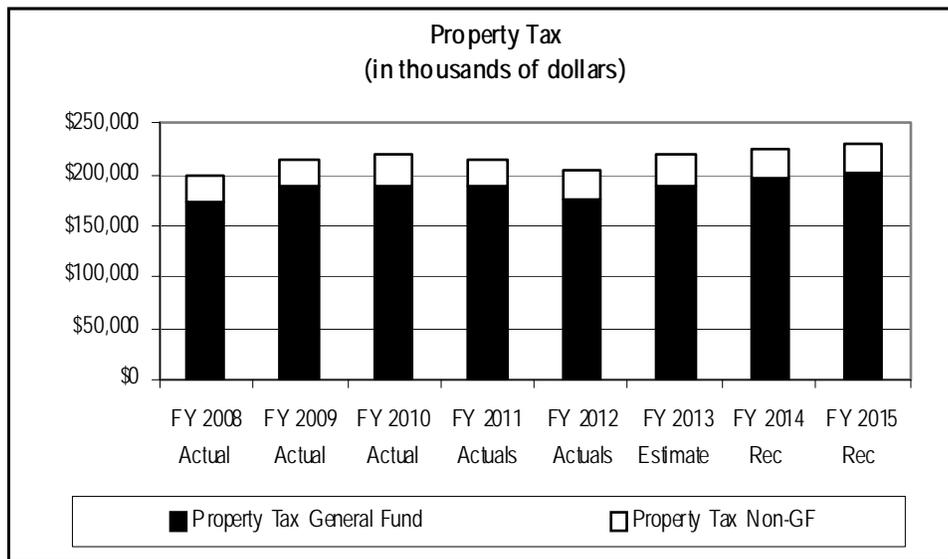
## Explanation of Major Revenue Sources:

### **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.

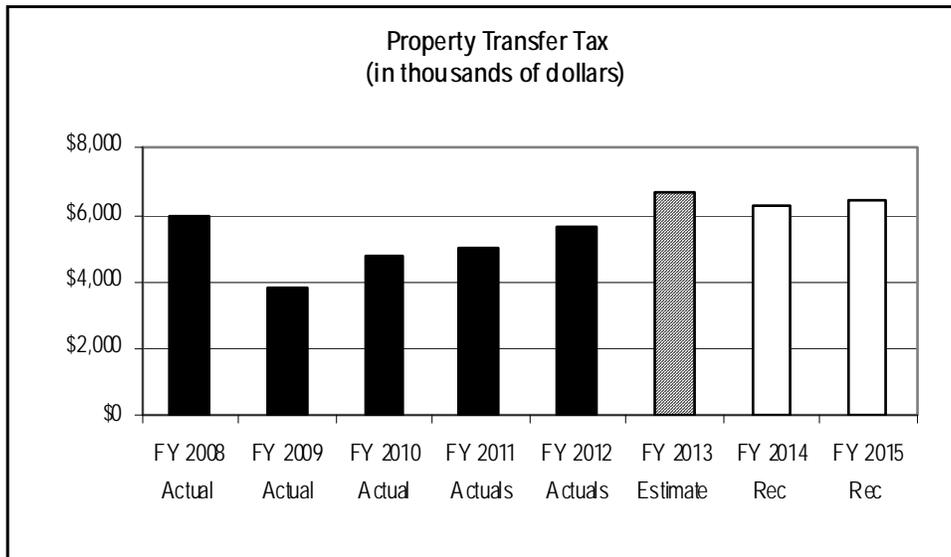
Secured property tax is the County's largest discretionary General Fund revenue source. After seven years of 7% annual growth, from FY 2002-03 through FY 2008-09, secured property tax revenue slowed significantly, beginning with FY 2009-10 and actually saw a decline in revenues of 1.8% in FY 2010-11. The 6.7% decline reflected in the chart below for FY 2011-12 was largely due to a one-time assessment appeals settlement reimbursement to Genentech and the reclassification of Former RDA Pass-Through revenues which were moved, starting in FY 2011-12, to Intergovernmental Revenues. Had the Former RDA pass-through payments remained in the secured revenues, the actual growth would have been 0.91%. Due to the economic recovery and increased activity in the local housing market, the secured roll grew 3.33% for FY 2012-13 and 6.32% for FY 2013-14. The County is projecting 3% growth for FY 2014-15. A 1% increase in the secured roll generates approximately \$2.6 million in General Fund discretionary income, when including Property Tax In-Lieu of VLF growth, which mirrors secured roll growth. It is anticipated that growth in the secured roll will continue as parcels that received Prop. 8 reductions are reassessed and the reduced values on the roll are recaptured.

About 85 percent of unsecured property tax is generated from businesses at San Francisco International Airport. Because of increased activity at the Airport the past two fiscal years, unsecured property tax is expected to increase 11% in FY 2012-13. We expect this revenue source to remain relatively flat in FYs 2013-14 and 2014-15.



**Property Transfer Tax**

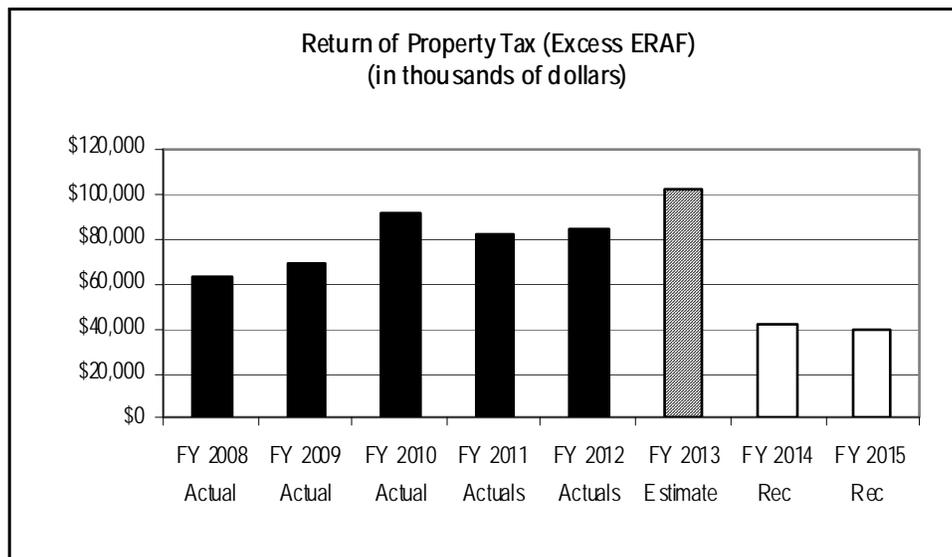
Property Transfer Tax revenue declined by 36.1% in FY 2008-09 due to the economic downturn, for a reduction of \$2.2 million. Due to increased activity in the housing market over the past two years, this revenue source has stabilized with projected FY 2012-13 receipts expected to surpass FY 2007-08 levels.



### **Return of Local Property Tax (Excess ERAF)**

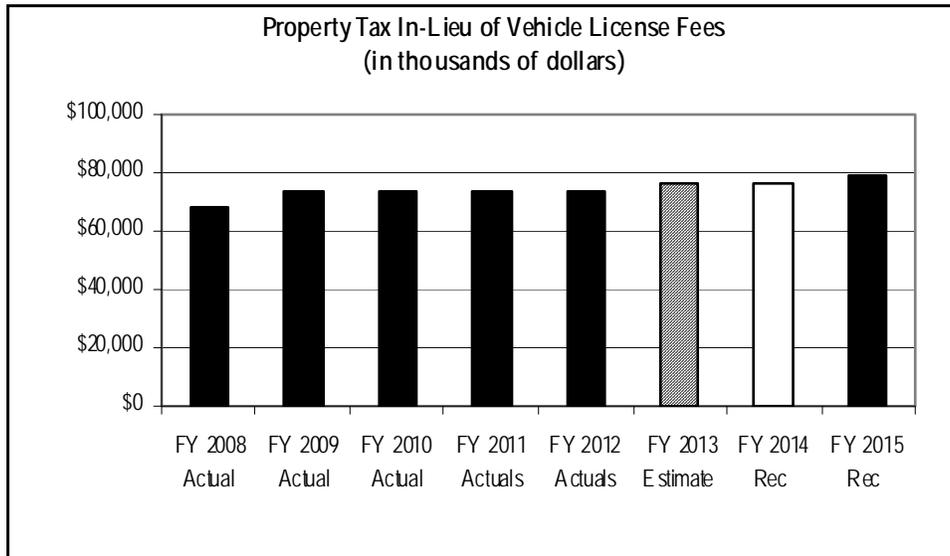
Pursuant to Revenue and Taxation Code sections 97.2 and 97.3, property tax contributions made by the County to the Education Revenue Augmentation Fund (ERAF) in excess of mandated school funding levels are returned to the taxing entities in the county. Over the past ten fiscal years, the County has received \$688 million from this revenue source, including \$102 million in FY 2012-13. Ninety-six percent of the County's share is apportioned to the General Fund. In January 2012 the Board of Supervisors directed the County Manager to use 50% of Excess ERAF on an ongoing basis, beginning with the FY 2012-13 budget. ERAF reserves will continue to be used for one-time purposes, such as paying down unfunded actuarial liabilities, reducing debt, and funding capital improvement projects. When budgeting Excess ERAF, the County conservatively only appropriates the undistributed prior year ERAF reserves.

The Governor's School Finance Reform Plan recently approved by the Legislature could have a significant adverse impact on Excess ERAF property taxes. The plan would increase the State's minimum funding requirements for school districts thereby potentially reducing the amount of Excess ERAF returned to the County, cities, and special districts. At this time the County Controller doesn't have sufficient information from the County Office of Education to estimate the amount of property taxes that will be returned as Excess ERAF to local taxing jurisdictions for FY 2013-14. His recommendation is to anticipate the receipt of \$61 million in Excess ERAF for FY 2013-14 which is based on existing revenue in ERAF reserved from prior fiscal years. Given prior year experience we believe it is reasonable to assume that additional Excess ERAF will be generated in FYs 2013-14 and 2014-15 and that the \$40 million appropriated in this budget is reasonable.



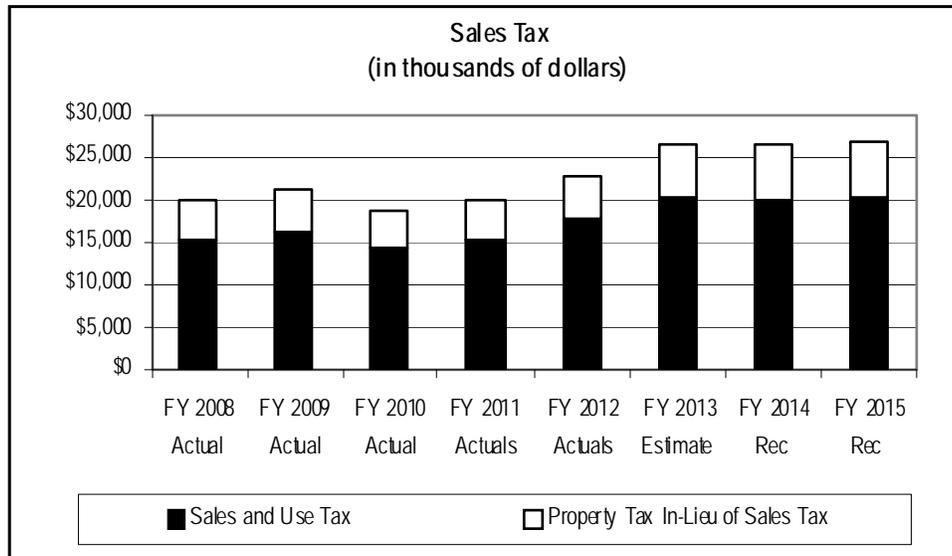
**Property Tax In-Lieu of Vehicle License Fees**

Property Tax In-Lieu of Vehicle License Fees generally tracks with growth in the secured tax roll. Due to the economic recovery and increased activity in the local housing market, the secured roll grew 3.33% for FY 2012-13 and 6.32% for FY 2013-14. The County is projecting 3% growth for FY 2014-15.



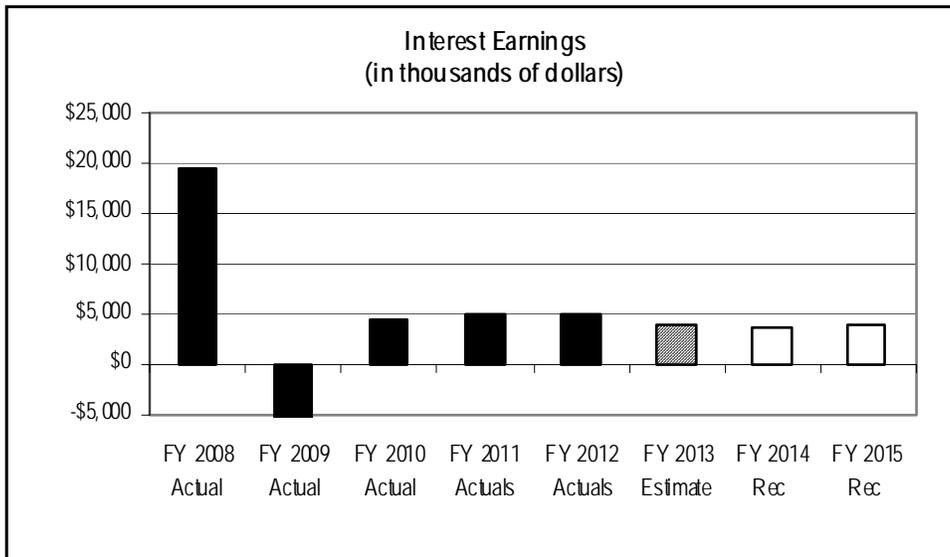
### **General Purpose Sales Tax (Non-Public Safety) and Property Tax In-Lieu of Sales Tax**

Due to stagnant activity at the Airport and lower sales activity throughout the county, point-of-sales tax revenues dropped 10% in FY 2009-10 but rebounded with 4.4% growth in FY 2010-11 and 16.95% in FY 2011-12. Growth in FY 2012-13 is estimated at 14.32%. 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 was established for this purpose. Due to declining statewide and local sales activity, Property Tax In-Lieu of Sales Tax declined by 18.1% in FY 2009-10. Like point-of-sale revenues, this revenue source has since rebounded and increased by 13.3% in FY 2010-11 and 6.3% in FY 2011-12 and is estimated to grow 24.3% in FY 2012-13. Growth of 3.4% and 1.6% has been appropriated in FYs 2013-14 and 2014-15, respectively.



**Interest Earnings and Other Investment Income**

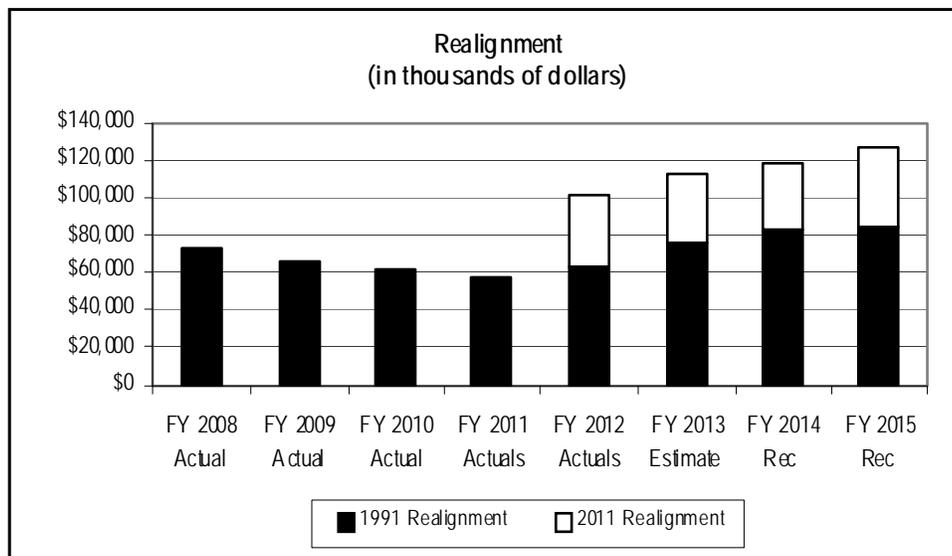
This revenue source includes the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Due to the Lehman Brothers' bankruptcy, the County ended FY 2008-09 with a loss of \$5.7 million. Since that time, the County Investment Pool has earned less than 1% per annum due to a more conservative investment approach and low yield from U.S. Treasuries. The County is in the process of recouping some of the Lehman losses through the bankruptcy process and has since updated its Investment Policy in order to minimize risks, create greater diversification and improve the safety and stability of pooled funds. Interest earnings are expected to drop 19.3% in FY 2012-13 and level off in FYs 2013-14 and 2014-15.



### **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. Due to the sluggish economy and declining statewide sales, coupled with a proportional reduction in the County's caseload growth when compared to the statewide average, these revenues declined 9.3% in FY 2008-09, 6.6% in FY 2009-10 and 6.5% in FY 2010-11. With the recent signs of recovery in the California economy, 1991 Realignment increase by 9.2% in FY 2011-12 and is projected to grow 21.8% in FY 2012-13. Growth of 8.3% and 1.5% is budgeted in FYs 2013-14 and 2014-15, respectively.

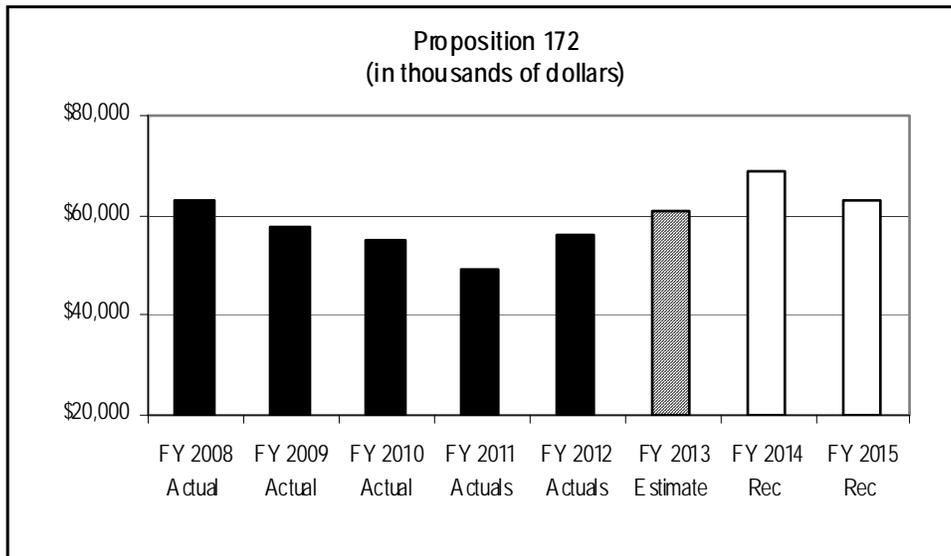
In October 2011, Public Safety Realignment or 2011 Realignment was introduced with the passage of AB 109. There are two components to the 2011 Realignment, one is Public Safety Realignment, a statewide initiative shifting the responsibility of housing and parole of low level offenders to counties. At the same time, the State also realigned other revenue sources as well, including courthouse security funding for the Sheriff's Office and Early Periodic Screening, Diagnosis, and Treatment (EPSDT), the child health care component of Medicaid. This revenue shift results in corresponding decreases in other Intergovernmental Revenue and Interfund Revenue accounts. The County projects approximately \$36 million in 2011 Realignment in FYs 2011-12, 2012-13 and 2013-14, increasing to \$42.5 million in 2014-15 as the County anticipates allocating more of the Public Safety component to the Sheriff's Office to increase staffing in preparation for the opening of the new Maple Street Correctional Center.



**Public Safety Half-Cent Sales Tax (Proposition 172)**

The County began receiving revenue from this half-cent sales tax in FY 1993-94 after the ballot initiative passed. For several years this revenue had been the primary funding source of negotiated labor increases in Criminal Justice departments such as the Sheriff, Probation, District Attorney, and Coroner. Distribution of this tax to the County is 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 based on each counties' proportional share of statewide sales. This factor is applied against monthly sales tax receipts in the current year for distribution to counties.

Public Safety Sales Tax revenues declined 23.2% over an eight year period from a high of \$71.5 million in FY 2001-02 to \$54.9 million in FY 2009-10. During those years where the revenue was less than the appropriated amount, the County backfilled the public safety departments with General Fund reserves. As a result of those revenue shortfalls, the County began to conservatively budget this revenue source in FY 2010-11. Beginning with FY 2010-11, the chart below reflects the appropriated allocation, not the actual receipts. For FY 2010-11 the County allocated \$49.4 million and received \$58.2 million. For FY 2011-12 the County allocated \$55.9 million and received \$63.3 million. For FY 2012-13 the County allocated \$60.8 million and projects \$69.3 million. It is estimated that the Trust Fund reserves will approximate \$25 million by the end of FY 2012-13. The increased allocation to \$68.8 million in FY 2013-14 is largely due to the one-time outlay of \$6 million to replace the County's radios in the public safety departments. The County will work with the public safety departments on the future allocation of these revenues, including the use of Trust Fund reserves and some portion of revenue growth to help fund debt service for the new Maple Street Correctional Center, which is expected to open July 2015.



County of San Mateo  
All Funds

FY 2013-15 Expenditures by Type

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b><u>Operating Expenditures</u></b>							
Regular Salaries	415,745,718	413,058,740	437,020,144	441,747,095	4,726,951	446,436,786	4,689,691
Extra Help	19,620,563	20,351,982	17,458,575	21,364,373	3,905,798	20,616,004	(748,369)
Overtime	14,475,458	17,030,308	13,350,696	15,035,895	1,685,199	14,591,618	(444,277)
Retirement	149,333,849	149,241,601	149,774,725	206,556,951	56,782,226	168,941,016	(37,615,935)
Health Benefits	69,181,729	73,519,966	77,367,028	83,583,253	6,216,225	88,515,372	4,932,119
Statutory Compensation	40,903,421	40,543,530	41,219,676	42,331,211	1,111,535	42,847,612	516,401
Other Benefits	1,776,356	2,008,318	5,315,268	5,949,708	634,440	6,204,107	254,399
<b>Salaries and Benefits</b>	<b>711,037,094</b>	<b>715,754,445</b>	<b>741,506,112</b>	<b>816,568,486</b>	<b>75,062,374</b>	<b>788,152,515</b>	<b>(28,415,971)</b>
Office Expense	20,194,729	20,236,146	23,447,517	31,902,477	8,454,960	29,259,699	(2,642,778)
Drugs/Medical Supplies	27,563,871	31,686,917	32,355,506	35,400,406	3,044,900	35,752,451	352,045
Non-Capital Equipment	2,454,240	2,754,296	8,397,227	10,637,254	2,240,027	5,035,503	(5,601,751)
Facility/Equipment Maintenance	22,222,722	23,726,612	30,071,590	31,623,277	1,551,687	30,833,054	(790,223)
Utilities Expense	14,679,116	16,305,691	17,410,000	17,462,500	52,500	18,257,052	794,552
Contracts for Services	149,609,341	151,842,247	199,790,528	213,102,032	13,311,504	189,665,932	(23,436,100)
Interagency Agreements	47,387,526	45,247,919	52,912,393	52,686,573	(225,820)	52,823,151	136,578
Public Assistance Programs	76,183,026	73,082,102	78,481,329	79,369,118	887,789	80,111,810	742,692
State Trial Court Contributions	17,609,082	17,282,834	17,368,824	17,243,318	(125,506)	17,243,318	0
Medical Center Contributions	64,453,813	59,480,977	77,570,176	65,259,592	(12,310,584)	66,528,553	1,268,961
Housing Project Contributions	4,355,976	5,271,205	5,388,964	7,579,170	2,190,206	7,579,170	0
Other Contributions	3,392,632	3,135,959	5,709,750	5,829,281	119,531	4,835,453	(993,828)
Internal Services/Overhead	190,178,100	187,524,592	214,633,610	212,286,501	(2,347,109)	217,846,161	5,559,660
Debt/Capital Financing	95,540,091	38,446,738	63,091,151	102,571,952	39,480,801	37,180,882	(65,391,070)
Other Financing Uses/Transfers	5,990,659	5,480,711	2,913,663	11,596,897	8,683,234	11,164,352	(432,545)
Other Operating Expense	92,317,082	87,747,796	103,894,509	97,344,487	(6,550,022)	101,124,453	3,779,966
<b>Operating Sub-Total</b>	<b>1,545,169,100</b>	<b>1,485,007,187</b>	<b>1,674,942,849</b>	<b>1,808,463,321</b>	<b>133,520,472</b>	<b>1,693,393,509</b>	<b>(115,069,812)</b>
Intrafund Transfers	(169,087,637)	(160,752,962)	(178,388,841)	(187,200,680)	(8,811,839)	(187,596,517)	(395,837)
<b>Operating Total</b>	<b>1,376,081,463</b>	<b>1,324,254,225</b>	<b>1,496,554,008</b>	<b>1,621,262,641</b>	<b>124,708,633</b>	<b>1,505,796,992</b>	<b>(115,465,649)</b>
<b><u>Non-Operating Expenditures</u></b>							
Capital Improvements	21,531,763	16,421,287	79,008,357	137,196,694	58,188,337	71,639,076	(65,557,618)
Capital Purchases	58,012,628	6,983,954	30,958,574	37,672,946	6,714,372	27,833,497	(9,839,449)
<b>Expenditure Total</b>	<b>1,455,625,854</b>	<b>1,347,659,466</b>	<b>1,606,520,939</b>	<b>1,796,132,281</b>	<b>189,611,342</b>	<b>1,605,269,565</b>	<b>(190,862,716)</b>
Reserves - General Fund	252,431,266	282,944,545	178,304,129	202,935,727	24,631,598	192,659,149	(10,276,578)
Reserves - Non-General Fund	145,524,828	133,449,298	107,808,491	108,565,736	757,245	90,171,395	(18,394,341)
<b>TOTAL REQUIREMENTS</b>	<b>1,853,581,948</b>	<b>1,764,053,309</b>	<b>1,892,633,559</b>	<b>2,107,633,744</b>	<b>215,000,185</b>	<b>1,888,100,109</b>	<b>(219,533,635)</b>

## County of San Mateo

## All funds

## FY 2013-14 Changes in Projected Fund Balance

Agency/Budget Unit	Estimated Fund Balance June 30, 2013	Recomm Revenues	Recomm Expenditures	Anticipated Carryforward	Estimated Fund Balance June 30, 2014	FY 2013-14 Percent Change
<b>General Fund</b>						
General Fund	300,388,998	1,104,616,529	1,202,069,800	39,120,532	242,056,259	(19.4%)
<b>Special Revenue and Trust Funds</b>						
Emergency Medical Services Fund	3,008,885	2,515,013	2,760,717	0	2,763,181	(8.2%)
IHSS Public Authority Fund	850,000	17,554,358	17,554,358	0	850,000	0.0%
Fish and Game Propagation Fund	80,461	1,350	67,500	0	14,311	(82.2%)
Structural Fire Protection Fund	1,579,410	6,617,193	6,809,132	191,939	1,579,410	0.0%
Road Fund	27,103,989	34,163,551	46,359,508	(250,000)	14,658,032	(45.9%)
Half-Cent Transportation Fund	1,365,030	1,940,199	3,305,229	1,365,030	1,365,030	0.0%
Road Improvement Fund	3,068,619	286,500	514,000	227,500	3,068,619	0.0%
Solid Waste Fund	3,425,107	1,766,333	2,703,346	0	2,488,094	(27.4%)
Waste Management Fund	2,417,325	2,460,820	3,546,208	99,000	1,430,937	(40.8%)
County Library Fund	14,875,939	20,565,634	20,882,256	316,622	14,875,939	0.0%
<b>Enterprise Funds</b>						
Coyote Point Marina Operating Fund	554,586	2,839,769	2,905,596	0	488,759	(11.9%)
County Airports Fund	923,444	5,251,994	5,348,050	0	827,388	(10.4%)
Medical Center Enterprise Fund	7,000,000	256,726,700	263,726,700	0	0	(100.0%)
<b>Special District Funds</b>						
County Service Area #1 Fund	1,774,195	2,385,947	2,385,947	0	1,774,195	0.0%
Public Works Special Districts	45,975,470	21,918,816	33,037,868	0	34,856,418	(24.2%)
<b>Debt Service and Capital Proj Funds</b>						
Debt Service Fund	17,093,758	31,183,592	30,716,392	0	17,560,958	2.7%
Criminal Justice Temp Constr Fund	1,629,375	1,061,500	1,100,000	0	1,590,875	(2.4%)
Courthouse Temp Constr Fund	929,820	1,054,500	1,334,509	0	649,811	(30.1%)
Parks Acq and Development Fund	2,214,915	3,710,000	5,136,999	0	787,916	(64.4%)
Capital Projects Fund	2,633,923	133,794,336	135,534,938	0	893,321	(66.1%)
<b>Internal Service Funds</b>						
Motor Pool Internal Service Fund	7,376,827	7,055,930	6,440,124	0	7,992,633	8.3%
Construction Services Fund	0	1,893,104	1,893,104	0	0	0.0%
<b>Total All Funds</b>	<b>446,270,076</b>	<b>1,661,363,668</b>	<b>1,796,132,281</b>	<b>41,070,623</b>	<b>352,572,086</b>	<b>(21.0%)</b>

**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

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**Explanation of projected Fund Balance changes during the budget year, plus or minus 10 percent or \$100,000:**

**General Fund**

- General Fund - Beginning Fund Balance is equivalent to 21.3% of Total Sources and Reserves/Contingencies are 16.8% of Net Appropriations. The reason for the projected decline of 19.4% or \$39.1 million is primarily due to the additional pension contribution of \$50 million appropriated in FY 2013-14, partially offset by the anticipated reimbursement of \$11 million from bond proceeds for prior year construction costs related to the Maple Street Correctional Center. Another contributing factor is the County's conservative approach to budgeting Excess ERAF, whereby only half of the projected receipts are appropriated in the upcoming fiscal year.

**Special Revenue and Trust Funds**

- Emergency Medical Services Fund - Reduction in Fund Balance due to expenditures exceeding revenues in FY 2013-14.
- Fish and Game Propagation Fund - Reduction in Fund Balance is primarily due to the use of Reserves for fish migration projects and habitat protection measures at the Fitzgerald Marine Reserve.
- Road Fund - Reduction in Fund Balance is due to appropriations for capital improvement projects.
- Solid Waste Fund - Reimbursement for AB 939 activities are reduced as claimed expenses have been reduced. Therefore, Fund Balance is being appropriated for staff reimbursements.
- Waste Management Fund - Reduction in Fund Balance is primarily due to staff spending more time on non-AB 939 reimbursable activities such as resource conservation recycling programs and the implementation of AB 341.

**Enterprise Funds**

- Coyote Point Marina Operating Fund - Reduction in Fund Balance is due to one-time capital expenditures.
- County Airports Fund - The San Carlos and Half Moon Bay Airports received one-time Federal and State funds to make safety improvements and other capital projects. The slight decrease is due to the use of Fund Balance as a local match for those grants.
- Public Works Special Districts - The various Special Districts administered by Public Works have substantial infrastructure that require major maintenance and capital improvements. A number of large projects will be undertaken in FY 2013-14 for sewer and flood control districts, resulting in a reduction in Fund Balance.
- Medical Center Enterprise Fund- Reduction in Fund Balance due to expenditures exceeding revenues in FY 2013-14.

**Debt Service and Capital Service Funds**

- Courthouse Temporary Construction Fund - Reduction in Fund Balance is primarily due to the fact that current debt service payments for court facilities exceeds revenues.
- Parks Acquisition and Development - Reduction in Fund Balance is due to the completion of design plans and specifications for the Moss Beach Playground Restroom, Pigeon Point Restoration, Coyote Point Promenade Restoration, Beach Area, and Recreation Areas.
- Capital Projects Fund - Reduction in Fund Balance is primarily due to the anticipated completion of capital projects.

County of San Mateo  
ALL FUNDS

FY 2013-15 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b><u>General Fund</u></b>							
<b>Criminal Justice</b>							
Sheriff's Office	659	665	679	692	13	749	57
Probation Department	417	407	408	412	4	412	0
District Attorney / Public Administrator	125	118	121	121	0	121	0
Coroner's Office	15	14	14	14	0	13	(1)
<b>Health Services</b>							
Health Administration	12	12	13	13	0	13	0
Health Coverage Unit	0	47	31	31	0	31	0
Public Health, Policy and Planning	147	95	102	102	0	102	0
Health IT	0	0	0	12	12	13	1
Emergency Medical Services	5	5	6	6	0	6	0
Aging and Adult Services	117	129	129	135	6	135	0
Environmental Health Services	74	74	76	77	1	78	1
Behavioral Health and Recovery Services	400	396	399	413	14	414	1
Family Health Services	177	168	173	177	4	177	0
Correctional Health Services	90	88	87	88	1	88	0
<b>Social Services</b>							
Human Services Agency	733	704	738	775	37	758	(17)
Department of Child Support Services	90	90	87	90	3	90	0
<b>Community Services</b>							
Planning and Building	52	49	48	46	(2)	46	0
Local Agency Formation Commission	1	1	1	1	0	1	0
Parks Department	52	51	48	49	1	49	0
Public Works-Administrative Services	28	33	34	34	0	34	0
Engineering Services	25	25	24	24	0	24	0
Facilities Services	102	97	95	95	0	95	0
Vehicles and Equipment Services	1	1	1	1	0	1	0
Utilities	9	9	9	9	0	9	0
Real Property Services	4	4	4	4	0	4	0
Agricultural Commissioner / Sealer	30	30	30	30	0	30	0
Public Safety Communications	54	54	54	58	4	58	0
Housing and Community Development	14	14	11	11	0	11	0
<b>Administration and Fiscal</b>							
Board of Supervisors	20	20	20	20	0	20	0
County Manager / Clerk of the Board	38	38	21	21	0	21	0
Assessor-County Clerk-Recorder	114	112	117	117	0	117	0

County of San Mateo  
ALL FUNDS

FY 2013-15 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>Administration and Fiscal Continued</b>							
Controller's Office	42	43	42	42	0	42	0
Treasurer-Tax Collector	63	61	61	61	0	61	0
County Counsel	38	39	40	42	2	42	0
Human Resources Department	55	51	64	64	0	64	0
Information Services Department	140	141	131	115	(16)	115	0
<b>Total General Fund</b>	<b>3,943</b>	<b>3,885</b>	<b>3,918</b>	<b>4,002</b>	<b>84</b>	<b>4,044</b>	<b>42</b>
<b><u>Non-General Fund</u></b>							
<b>Special Revenue and Trust Funds</b>							
Road Fund	75	75	76	77	1	77	0
Half-Cent Transpiration Fund	6	1	1	1	0	1	0
Solid Waste Fund	9	9	9	9	0	9	0
County Library Fund	130	126	122	121	(1)	121	0
<b>Enterprise Fund</b>							
Coyote Point Marina Operating Fund	4	4	3	4	1	4	0
County Airports Fund	9	9	9	9	0	9	0
Medical Center Enterprise Fund	1,227	1,158	964	992	28	992	0
<b>Special Districts Funds</b>							
Sewer District Maintenance Fund	7	7	7	8	1	8	0
<b>Internal Service Funds</b>							
Motor Pool Internal Service Fund	15	15	13	13	0	13	0
Construction Services Fund	16	16	13	11	(2)	11	0
<b>Total Non-General Fund</b>	<b>1,498</b>	<b>1,420</b>	<b>1,217</b>	<b>1,245</b>	<b>28</b>	<b>1,245</b>	<b>0</b>
<b>Total All County Funds</b>	<b>5,441</b>	<b>5,305</b>	<b>5,135</b>	<b>5,247</b>	<b>112</b>	<b>5,289</b>	<b>42</b>
<b><u>Non-County Funds (Information Only)</u></b>							
First 5 San Mateo County	12	12	10	10	0	10	0
Retirement (SamCERA)	20	20	20	21	1	21	0
Housing Authority Fund	46	46	46	46	0	46	0
<b>All Positions</b>	<b>5,519</b>	<b>5,383</b>	<b>5,211</b>	<b>5,324</b>	<b>113</b>	<b>5,366</b>	<b>42</b>

## Position Changes Detail FY 2013-14:

### Criminal Justice

**Sheriff's Office:** Adds two Sheriff's Sergeants, two Deputy Sheriff's, two Sheriff's Correctional Officers, one Lead Corrections Case Manager, one Corrections Case Managers, one Program Coordinator, one Legal Office Specialist, one Payroll / Personnel Specialist, one Records Technician, one District Coordinator - U, one Senior IT Analyst - U, one IT Analyst - U, two Crime Analysts - U, one Fiscal Office Specialist - U; deletes one Sheriff's Sergeant and four Deputy Sheriff's for a net addition of 13 positions.

**Probation Department:** Adds one Deputy Probation Officer, two Legal Office Specialists, and one Management Analyst - U for an addition of four positions.

**(Net change is an addition of 17 positions in Criminal Justice)**

### Health Services

**Health Administration:** Adds one Financial Services Manager I

**Health Coverage Unit:** Adds one Lead Health Benefits Analyst and deletes one Health Benefits Analyst II for no net change in positions.

**Public Health, Policy and Planning:** Adds one Health Services Manager II, one Administrative Secretary III-C, one Community Health Planner, and one Senior Graphics Specialist; deletes one Director of Policy and Planning, one Administrative Secretary II-C, one Community Program Specialist II, and one Graphics Specialist for no net change in positions.

**Health IT:** Adds seven Systems Engineers, one Project Manager, one Information Technology Analyst, one Senior Accountant, one Contract Administrator, and one Administrative Assistant for a net addition of twelve positions.

**Aging and Adult Services:** Adds one Fiscal Office Specialist, one Social Worker III, two Deputy Public Administrators, one Supervising Deputy Public Guardian, one Fiscal Office Specialist, one Deputy Public Administrator-U, one Fiscal office Specialist-U, and one Supervising Deputy Public Guardian; and deletes one Social Worker III, two Estate Property Officer-U's for a net addition of six positions.

**Environmental Health:** Adds one Environmental Health Specialist.

**Behavioral Health and Recovery Services:** Adds one Nurse Practitioner, one Mental Health Program Specialist, one Project Manager, one Systems Engineer, one Senior Community Program Specialist, two Supervising Mental Health Clinician, five Psychiatric Social Worker IIs, three Psychiatric Social Worker II-U's, and one Case Management/Assessment Specialist II; and deletes one Community Mental Health Nurse, and one Marriage and Family Therapist for a net addition of 14 positions.

**Family Health Services:** Adds two Community Program Specialist II-U, one Dietetic Technician-U, one Public Health Nurse-U for a net addition of four positions.

**Correctional Health Services:** Adds one Clinical Services Manager II-Nursing, one Clinical Services Manager II-Mental Health, and one Marriage and Family Therapist II; deletes one Clinical Services Manager I-Nursing and one Clinical Services Manager I-Mental Health for a net addition of one position.

**Medical Center Enterprise Fund:** Adds two Medical Services Assistant II, one Patient Services Assistant II, one Dietitian, one Social Worker III, one Psychiatric Social Worker II, one Patient Services Specialist, one Community Program Specialist II-U, one Administrative Secretary III-C, adds two Ambulatory Care Nurses, one Staff Physician, one Pharmacist, one Social Worker II, one Psychologist II, one Program Coordinator I, one Adult Psychiatrist, one Medical Services Assistant II, one Preoperative Nurse, two Medical Surgical Nurses, five Critical Care Nurses, one Charge Nurse, nine Systems Engineers, and one Project Manager; deletes one Food Service Worker I, one Cook II, one Supervising Dietitian, one Social Work Supervisor-E, one Social Worker III, one Food Service Worker II, one Patient Services Assistant II, one Medical Services Assistant II, one Medical Office Specialist, and one Medical Surgical Nurse for a net addition of 28 positions.

**(Net change is an addition of 66 positions in Health Services)**

### Social Services

**Human Services Agency:** Adds one Management Analyst III, five Human Services Policy Analysts, one Human Services Policy Analyst-U, 21 Benefit Analyst I-U, three Benefit Analyst II's, 11 Benefit Analyst III's, one Human Services Supervisor, two Human Services Supervisors-U, two Social Work Supervisors, six Social Worker IIIs, two Office Assistants II-U, one Office Assistant II, one IT Supervisor, one IT Analyst; deletes four Benefit Analyst III's, 11 Benefit Analyst II's, five Human Services Supervisors, one Human Services Supervisor -U for a net addition of 37 positions

**Department of Child Support Services:** Adds one paralegal, three Child Support Customer Service Specialist -U; deletes one Legal Secretary II for a net addition of three positions.

(Net change is an addition of 40 positions in Social Services)

### Community Services

**Planning and Building Department:** Deletes one Administrative Services Manager I and one Senior Graphics Specialist for a net reduction of two positions.

**Department of Housing:** Adds one Administrative Assistant II and one HCD Supervisor; deletes one Administrative Assistant I and one HCD Specialist for no net change in positions.

**County Library:** Deletes one Library Technician II for a net reduction of one position.

**Public Works Construction Services:** Deletes one Senior Utility Worker and one Utility Worker II for a net reduction in two positions.

**Public Works Facilities Services:** Adds one Energy Program Manager and deletes one Energy Program Manager for no net change in positions.

**Public Works Vehicle and Equipment Services:** Deletes one Auto Service Worker I and adds one Utility Worker II for no net change positions.

**Public Works Utilities:** Adds one Wastewater Collection Worker for a net addition of one position.

**Road Fund:** Adds one Public Works Technician II.

**Parks Department:** Adds one Office Specialist.

**Coyote Point Marina Operating Fund:** Adds one Fiscal Office Specialist.

**Public Safety Communications:** Add four Communications Dispatchers.

(Net change is an addition of 3 positions in Community Services)

### Administration and Fiscal

**County Manager/Clerk of the Board:** Deletes one Program Services Manager II and two Management Analyst IIIs; adds one Chief Communications Officer, one Management Analyst I-U, and one Community Program Specialist-U for no net change in positions.

**County Counsel:** Adds one Deputy County Counsel and one Paralegal for a net addition of two positions.

**Information Services Department:** Adds one Information Technology Technician, one Advisory Systems Engineer and one Management Analyst III; deletes 16 Systems Engineers, two Project Managers, one Deputy Director for a reduction of 16 positions.

(Net change is a reduction of 14 positions in Administration and Fiscal)

### Non-County Funds (Information Only)

**First 5 San Mateo County:** Adds one Management Analyst III-U; deletes one First 5 San Mateo County Deputy Director; for no net change in positions.

**SamCERA:** Adds one Retirement Systems Technologist for a net addition of one position.

Position Changes Detail FY 2014-15:

### Criminal Justice

**Sheriff's Office:** Adds one Sheriff's Lieutenant, two Sheriff's Sergeants, one Deputy Sheriff's, 34 Sheriff's Correctional Officers, two Corrections Case Managers, eight Legal Office Specialists, two Fiscal Office Assistants and seven Utility Workers for an addition of 57 positions.

**Coroner's Office:** Deletes one Office Assistant.

(Net change is an addition of 56 positions in Criminal Justice)

### Health Services

**Health IT:** Adds one Health Security Officer.

**Environmental Health:** Adds one Environmental Health Specialist.

**Behavioral Health and Recovery Services:** Adds one Case Management/Assessment Specialist II.

**(Net change is a addition of 3 positions in Health Services)**

**Social Services**

**Human Services Agency:** Adds two Social Worker III, two Office Assistants II, one Human Services Analyst; deletes 16 Benefit Analyst I-U, two office Assistant II's, one Information Technology Analyst, one Human Services Manager I-U, one Management Analyst III-U, one Human Services Supervisor-U, for a net reduction of 17 positions.

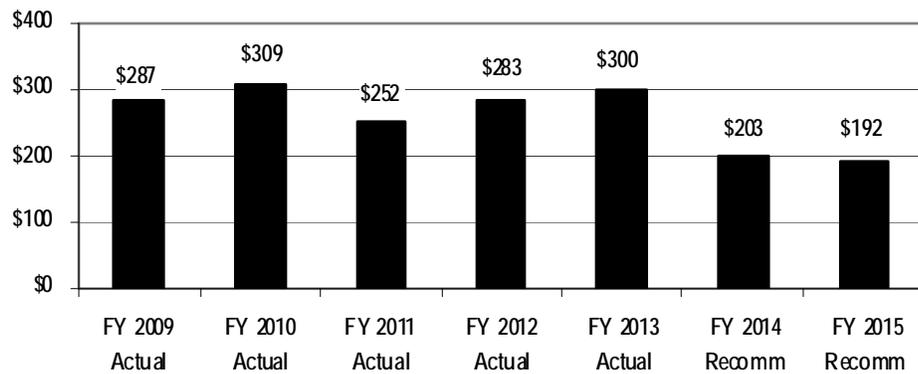
**(Net change is reduction of 17 positions in Social Services)**

The County of San Mateo's FY 2012-13 Civil Grand Jury made several recommendations to improve transparency in the County's budget document. In its response to the Grand Jury's recommendations, the County agreed to provide certain information: total sources of funds; total requirements; total increase or decrease in General Fund Reserves; non-recurring revenues or expenditures in excess of \$3 million; budget amount per San Mateo County resident; ten largest County expenses by category; ten largest County expenses by department; total number of classified, unclassified and temporary extra help employees providing services to the County; total payroll for all County employees; total cost of all benefits provided to County employees; and unfunded liabilities for Retirement, Other Post Employment Benefits (OPEB) and other unfunded liabilities not associated with bonded indebtedness. Due to time constraints and workload issues, we have addressed some of these items. Future budgets will include the entirety of the agreed upon information.

### General Fund Reserves

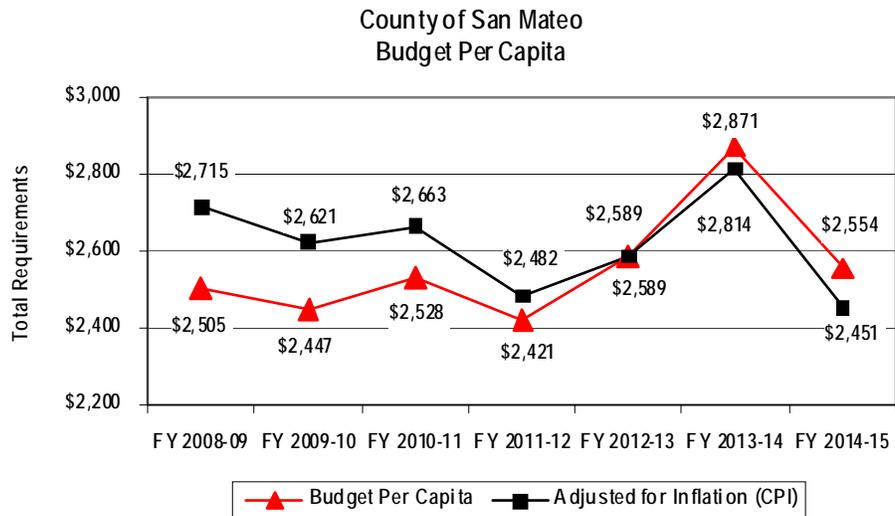
In presenting charts with both prior year actuals and budgeted reserves, there will always be a significant drop in the budget years because the year-end reserves in the prior year actuals will reflect savings and unanticipated revenues. Case in point, only one-half of Excess ERAF, or \$40 million, is budgeted in FYs 2013-14 and 2014-15, which will result in lower reserve balances in the Recommended Budgets. Prior year actuals will reflect total Excess ERAF receipts as well as salary savings and other appropriations not expended that year.

General Fund Reserves and Contingencies  
(in millions of dollars)



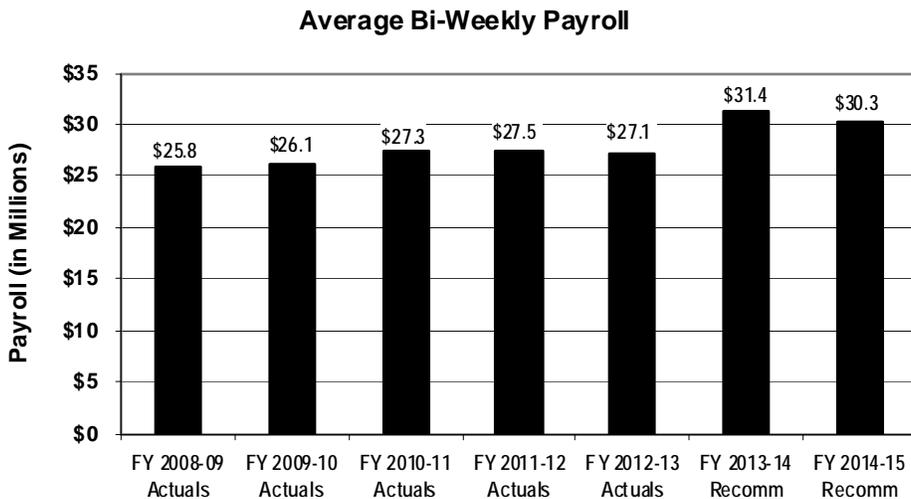
### Budget Amount Per San Mateo County Resident

As one can see in the chart below, the County's overall budget when adjusted for inflation has decreased significantly since FY 2008-09 and has only increased marginally in terms of actual dollars. The spike in FY 2013-14 is related to appropriations of \$98 million for the construction of the Maple Street Correctional Center and an additional pension contribution of \$50 million to help accelerate the paydown of the County's Unfunded Accrued Actuarial Liability (UAAL).



### County Payroll (Bi-Weekly)

It should be noted that the bi-weekly payroll based on the budget will always be higher than prior year actuals as the budget will not account for vacancies. The chart below is consistent with the County's ongoing vacancy rate of 8% and that most County employees have not received a salary increase since November 2008. Though the number of authorized positions has dropped by 10% since FY 2008-09 this reduction in County's workforce has been largely offset by higher pension and health benefit costs.



### Top Ten Expenditures by Department (Total Requirements)

The table below lists the ten largest departmental budgets based on Total Requirements, which includes Gross Appropriations less Intrafund Transfers plus Department Reserves. This is important to note because service charge departments, like the Information Services Department and Public Works, tend to have significantly higher Gross Appropriations (or Gross Expenditures) that are reduced by service charges received from General Fund departments via Intrafund Transfers, which is a contra-expenditure account. The table below is sorted by the amount appropriated in the FY 2013-14 Recommended Budget.

Department	Actual 2008-09	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Recomm 2013-14	Recomm 2014-15
Health System	521,739,424	511,167,345	531,129,981	529,967,911	509,674,120	550,929,794	547,545,862
Human Services Agency	173,773,960	172,178,662	175,682,363	165,179,532	160,698,405	196,764,926	193,721,124
Sheriff's Office	141,675,656	147,513,850	168,592,614	173,110,415	172,896,902	195,720,773	200,778,696
Department of Public Works	144,882,929	157,335,037	159,248,298	168,615,102	78,113,740	195,369,949	158,431,440
Probation Department	72,148,200	72,126,587	72,685,949	71,124,489	71,802,349	80,275,777	80,163,229
County Library	29,789,788	32,491,926	31,727,773	32,736,377	19,061,721	35,441,573	33,997,001
District Attorney's Office	25,061,819	24,277,585	24,321,192	23,888,927	23,905,326	26,510,526	26,918,527
Assessor-County Clerk-Recorder	21,626,683	18,977,149	19,266,421	19,193,775	17,773,225	22,795,984	19,747,462
County Support of the Courts	22,408,266	19,981,458	20,584,973	20,298,054	20,387,597	20,690,765	20,690,765
Information Services Department	26,809,012	21,277,668	16,246,104	16,337,370	14,867,768	19,285,543	13,764,214

### Top Ten Expenditures by Account

The table below lists the top 12 expenditures, as two of the expenditures - Capital Improvements and Fixed Assets - are one-time in nature and do not always fall within the top 10. The expenditures in the table below are sorted by the amount appropriated in the FY 2013-14 Recommended Budget. Capital Improvements and Fixed Assets are abnormally high in FY 2013-14 due to the construction of the Maple Street Correctional Center and significant one-time IT projects, including the Radio Replacement Project.

Department	Actual 2008-09	Actual 2009-10	Actual 2010-11	Actual 2011-12	Actual 2012-13	Recomm 2013-14	Recomm 2014-15
Permanent Salaries	420,761,987	422,858,948	415,716,192	413,054,820	401,162,732	441,302,233	445,971,924
Contractual Services	248,755,263	258,563,163	251,604,534	250,895,585	265,786,387	344,008,970	326,289,268
Retirement Contributions	134,246,892	134,593,020	175,008,760	174,553,270	168,172,909	232,979,555	195,499,868
Capital Improvements	8,805,694	14,344,833	17,555,195	12,095,613	19,404,942	130,132,694	67,689,076
Employee Group Insurance	64,774,623	71,380,598	70,459,889	74,514,887	76,207,829	84,935,483	89,871,070
Central IT - Radios, Phones, Data	54,185,486	55,781,360	54,223,263	55,345,121	69,151,680	64,629,124	66,370,818
Fixed Assets - Equipment	4,384,623	4,080,790	3,160,448	5,802,857	5,476,561	32,285,371	23,691,541
Retirement of Long Term Debt	38,360,029	30,454,582	31,117,771	31,329,031	30,903,629	31,252,833	30,243,279
Leased Facility Rental Charges	28,363,183	28,160,524	28,187,254	28,282,504	28,535,939	28,220,361	30,332,155
County-Owned Facility Charges	30,962,360	28,727,034	34,862,985	33,768,134	18,909,239	22,275,522	22,575,367
Extra Help Salaries	18,288,586	19,799,160	19,620,563	20,351,982	22,835,915	21,364,373	20,616,004
Overtime Pay	18,677,360	14,941,568	14,504,984	17,034,229	20,455,048	15,035,895	14,591,618

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## BUDGET BALANCING PRINCIPLES

(Resolution Adopted by Board of Supervisors - August 25, 2009)

- A. Our highest priority is a sustainable community for current and future residents of San Mateo County as defined by achievement of our Shared Vision for a healthy, prosperous, livable, environmentally conscious and collaborative community. We aim to continue progress toward our vision while the economy suffers, and position ourselves strategically for when the economy rebounds. Therefore,
- All options will be explored to reduce costs and/or redesign services in order to minimize service reductions
  - Near-term decisions must be made in the context of long-term strategic goals
  - Long-term cost effectiveness of prevention and early intervention is recognized
  - Existing services and service levels will be evaluated based on performance and alignment with County's mission and Shared Vision 2025, as well as minimum legal requirements (mandates).
- B. We aim to continue performing at levels of service quality and outcomes that are at or above average of comparable agencies or established benchmarks.
- C. We recognize that budgeting is a process. Solutions will emerge over time and be implemented to meet the goal of a balanced budget by Fiscal Year 2013. An effective multi-year process that restores structural balance will create a stronger organization and contribute to a stronger community.
- Solutions may be phased-in, with managed use of reserves, to avoid disruption of service and to cushion transitions to reduced service levels
  - Where possible, employment and training options will be provided to displaced employees
- D. Our budget process will engage the community we serve to inform inclusive, fact-driven and thoughtful decision-making on multiple strategies, including the reduction and elimination of services. As such,
- We will be transparent and forthcoming throughout and will work closely with our employees, organized labor and community partners
  - Reliable information will be provided in a timely way to continue to build trust, confidence and credibility throughout the process
  - We will seek input from the general public regarding strategies developed by staff
- E. We aim to not impact any one geographic, ethnic or linguistic community disproportionately as we sustain efforts to address long-standing disparities
- F. We will work together as a single organization while recognizing the unique services offered by each department
- All County departments will contribute to the solution
  - Departments will be afforded flexibility to achieve efficiencies in all areas of operations, operational support and administration
  - We value our employees and will continue to develop our workforce, retain and promote high-performers and continue succession planning efforts
  - We value our broad range of partnerships that cut across departmental lines, and also value partnerships with our community-based organizations and neighboring municipalities

## LONG-TERM BUDGET BALANCING STRATEGIES

September 15, 2009 Budget Study Session - Fiscal Years 2010-2013

### *PROGRAM AND SERVICE REDUCTIONS*

Exploring all options under the strategies below will minimize the direct impact on our clients, employees and the community we serve. If we are not successful at achieving savings and generating revenues in these areas over the next several years, given the magnitude of the \$100 million structural imbalance, we will be forced to consider the following:

- Closure of facilities
- Reduction and elimination of safety net services
- Reduction and elimination of public safety services

### *PARTNERSHIPS*

- **Shared Services** - centralize services within the County organization, and share services with other public agencies in the county/ region (buy and sell).
- **Transfer of Services/Annexation** - annex unincorporated areas and transfer municipal services (parks, fire, planning, patrol, dispatch, utilities and other services) to cities and special districts - budget reductions and corresponding transfer of revenues, with goal of net savings.
- **Managed Competition and Performance-Based Contracting** – will develop process and criteria, to include minimum savings levels, contractor requirements such as provision of health benefits, time to allow for improvement/efficiencies within existing structure; consider performing a service both in-house and by contract to evaluate quality of service and cost effectiveness for a specified period of time:
  - **Nonprofit Partnerships for Community-Based Services** - identify client concentration and highest-need areas (use of GIS where applicable); work with community-based providers to improve administrative infrastructure and capacity toward a performance-based contracting model; competitive process to be based on best client outcomes in areas of highest need, at lower General Fund allocation;
  - **Business Partnerships for Other County Services** – review existing Memoranda of Understanding (MOUs) and legislation; identify services provided by County staff and explore contracting with local businesses to provide services through a managed competition process.
- **Service Delivery Systems Redesign** – collaborate with community partners (public and private) to redesign delivery of services to meet the needs of underserved and other safety net populations (for example, Community Health Network for the Underserved).
- **Expansion of Volunteer Programs** – engage residents to become more actively involved in prevention and early intervention programs and other local government services within their communities; includes seasonal and year-round internship programs to increase the number of youth interested in careers in local government.

## *REORGANIZATIONS AND LABOR COST RESTRUCTURING*

- **Charter Review**– explore opportunities to consolidate and reorganize departments; other organizational improvements requiring changes in the County Charter.
- **Review of Boards and Commissions**– evaluate effectiveness, with recommendations toward consolidations/restructuring/elimination and reductions in County staff support.
- **Span of Control**– review supervisor-to staff ratios; restructure management and flatten organizational structures, providing opportunities to increase levels of responsibility and accountability among managers, supervisors and line staff
- **Skills Mix**– add/delete positions to better match job classification with duties performed.
- **Pay Adjustments**– freeze salaries, increase Voluntary Time Off (VTO), implement mandatory furloughs, and other negotiated reductions in pay.
- **Cost Sharing**– includes cost-sharing of cost-of-living adjustments (COLAs) to offset significant increases in retirement contributions as a result of investment losses in the Retirement Fund; County currently pays 100% of retirement COLAs; higher cost-sharing for health premiums (County currently picks up 90% of premium cost for most employees); create incentives such as reduced share of premiums linked to participation in wellness programs and activities.
- **Benefits Restructuring**– implement changes allowed by legislation (judicial benefits); create new retirement tier for new employees; create hybrid defined benefit / defined contribution plan as an option for new and existing employees.

## ORGANIZATIONAL INCENTIVES

- **Separation Incentives**– offer voluntary separation incentives to minimize layoffs; incentives to be based on years of service and business need, to include limited-time coverage of health premiums.
- **Wellness Incentives**– create incentives such as reduced share of premiums linked to participation in wellness programs and activities (also under Cost Sharing solutions, subject to bargaining).
- **Innovation and Entrepreneurial Fund**– create one-time and short-term incentives for team efforts that generate ongoing savings or revenues in new and creative ways; includes one-time investments in infrastructure and other areas, with established parameters regarding payback periods and returns on investment.
- **Pay for Performance**– recommended by Management/Attorneys Salaries and Benefits Cost Containment Advisory Committee, to be explored for implementation in 2011-12; develop pay-for-performance structure that is based on achieving operational goals tied to client and customer outcomes and Shared Vision 2025 community goals.

## *REAL PROPERTY / FACILITIES*

- **Space Consolidation/Reduction Initiatives**– develop a Countywide Facilities Master Plan; standardize space requirements per employee, update telecommuting policies and increase commute alternatives to lower rent and facilities maintenance charges; achieve savings from electronic document management system (EDMS) efforts, resulting in less space needed for filing and storing records.
- **Real Property (County-Owned Facilities and Leased Facilities)**– sell County assets; create new agreements to increase revenue from leasing/use of County property; renegotiate existing agreements with landlords for lower rent.

- **Multi-Resource Centers**– use geographic information systems (GIS) to prioritize services and target solutions based on demand and performance gaps by neighborhood or region; locate multi-resource centers in targeted areas where outcomes can be tracked over time.
- **Debt Restructuring**– refund or refinance existing debt to reduce debt service costs (minimum 3% annual debt service reduction.)

### *ADMINISTRATIVE EFFICIENCIES*

- **Electronic Document Management System (EDMS)**– reduce space and paper/mail/copy center/pony mail services and courier services through improved documents management
- **Automated Timekeeping System (ATKS) Advanced Scheduler**– reduce overtime through improved scheduling in 24/7 operations like Probation, Sheriff, Medical Center (hospital and long-term care).
- **Increased System Integration: Finance / Payroll / HR / Budget**– review useful life and gaps in existing systems; explore more integrated solutions for increased efficiencies.
- **Contracts Review**– renegotiate terms of existing contracts (for example, maintenance contracts) to extend contract period in exchange for reduced rates; review contracts that have not gone through a Request for Proposals (RFP) process in more than five years - lower contract costs resulting from undergoing competitive process and negotiations; identify service providers with whom multiple departments have contracts, and consolidate into master contracts.
- **Purchasing Review**– update procedures manual and County Ordinance; implement recommendations from 2009 Operational Review; e-procurement and purchasing cards
- **Automated Timekeeping System (ATKS) Advanced Scheduler**– reduce overtime through improved scheduling in 24/7 operations like Probation, Sheriff, Medical Center (hospital and long-term care).
- **Civil Service Rules, Administrative Memoranda and County Ordinance Review**–prioritize revisions based on magnitude of potential cost savings from eliminating steps, inefficient and unnecessary processes and procedures; increase flexibility to meet business needs.
- **Multi-Year Budgeting**– develop two-year budgets so off-cycle time can be spent on targeted budget balancing efforts, performance management reviews, and capital programming.

### *REVENUE GENERATION*

- **Cost Recovery and Standard Methodology for Charges for Services**– complete a full cost plan, benchmark with comparable agencies, and develop a more accurate basis for charging costs for both internal services (Information Services Department, Facilities Maintenance and Human Resources) and services provided to other public agencies; includes increasing fees to clients and customers who directly benefit from services provided; increase revenue by phasing in higher rates for areas where more cost recovery makes sense; develop comprehensive County Fee Policy.
- **New Taxes and Fees**– explore new revenue sources and increase existing taxes and fees; requires voter approval; work plan under development within auspices of Board Finance and Operations Committee.
- **County Ordinance Updates**– review associated fees for services, use of citations to generate revenue.
- **Economic Development**– expand County's role in job creation and growth in tax base.

## 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, budget information, Comprehensive Annual Financial Report (CAFR) and Popular Annual Financial Report (PAFR) are available on the County website, [www.co.sanmateo.ca.us](http://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. The Board of Supervisors approved the revised policy on Tuesday, February 9, 2010 to align the policy with the current fiscal environment. 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. **The FY 2013-15 Recommended Budget reflects a shift in policy to a 50/50 Fund Balance split. This will be formally adopted by the Board during the September budget hearings. To ensure consistency with the Recommended Budget, this policy change has been incorporated below.**

#### 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; and
  - d. short-term coverage of costs to minimize employee lay-offs provided there is a long-term financial plan
3. Reserves Replenishment Plan - Departments must obtain approval from the County Manager's Office prior to using Reserves which puts them in the position of falling below the two (2) percent Reserves requirement. Approval of funding Reserves below the two (2) percent requirement would be contingent upon review and approval of a multi-year financial plan that details how the department intends to replenish their Reserves to the two (2) percent level within three years or a mutually agreed upon timeframe by the department and County Manager's Office. Department plans must address the use of excess Fund Balance with the first priority being the replenishment of Reserves. This plan will be reviewed annually at the budget meeting with the County Manager's Office to determine if progress is being made to achieve the two (2) percent level. Departments that are unable to demonstrate progress towards achieving the two (2) percent requirement shall be subject to enhanced fiscal oversight, including quarterly budget updates to the County Manager's Office.
4. Calculation of the Two (2) Percent Reserves Requirement - Net Appropriations will be the base for calculating the minimum Reserve requirement. Any exceptions will be made on the basis of materiality of adjustment and impact on direct ongoing operations. Material / onetime grant funds that must be appropriated should be excluded from the two (2) percent Reserves calculation. Revenue derived from service contracts that do not represent core departmental services will also receive consideration for exclusion, with final approval resting with the County Manager's Office. With the exception of required grant matching funds, grants and service contracts will not be backfilled by the County's General Fund should funding be eliminated or reduced. The two (2) percent requirement for each department will be determined at the time that the final budget is formally adopted by the Board of Supervisors.
5. Guidelines for Fund Balance in Excess of Minimum Reserve Amount - Fund Balance generated in excess of the two (2) percent minimum Departmental Reserves Requirement can only be allocated to the following:
  - a. Appropriate in Departmental Reserves for future one-time purposes;
  - b. Purchase of fixed assets;
  - c. Sinking fund for future replacement of assets;

- d. Deferred maintenance;
  - e. One-time departmental projects;
  - f. Reserve for audit disallowances;
  - g. Local match for grants;
  - h. Seed money for new departmental programs provided there is a plan that includes identification of future ongoing funding sources and outcome measures; and
  - i. 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.
6. Deferred or Incomplete Projects - Unexpended one-time funds from deferred or incomplete projects, including grant funds, can be carried over to the next fiscal year at 100% of the amount not spent. These will be exempt from the 50/50 split. (See Fund Balance Policy.)
7. Service Departments and Non-General Fund Departments - Fund Balance generated by service departments shall be evaluated by the Service Charges Committee, including representatives from the County Fiscal Operating Committee, following 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.

Internal Service Funds can maintain Reserves balances for future purposes including, but not limited to, vehicle and equipment replacement costs and risk management claims.

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. General Fund Reserves - Shall be maintained at a minimum of five (5) percent of total General Fund Net Appropriations for one-time purposes or as part of a multi-year financial plan to balance the County's budget. The five (5) percent requirement may include Excess ERAF (Educational Revenue Augmentation Fund) reserves. After Contingencies, the second priority for excess Fund Balance at the end of each fiscal year is to replenish this amount so that it is at or above the five (5) percent level.
2. 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.
3. Reserve for Capital Improvements - In order to preserve the County's capital assets, a minimum reserve of \$2 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.
4. Reserve for Countywide Automation Projects - A minimum reserve of \$2 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.
5. Amounts in Excess of Above Requirements - Fund Balance generated in excess of the above requirements, including Excess ERAF, can only be allocated or maintained as Reserves for the following one-time or short-term purposes:
  - a. Capital and technology improvements;
  - b. Reduction of unfunded liabilities, including Retirement and Retiree Health obligations;
  - c. Debt retirement;
  - d. Productivity enhancements;
  - e. Cost avoidance projects;
  - f. Litigation
  - g. Local match for grants involving multiple departments;
  - h. Innovation and Entrepreneurial Fund - creates one-time and short term incentives for team efforts that generate ongoing savings or revenues in new and creative ways; including one-time investments in infrastructure and other areas, with established parameters regarding payback periods and returns on investment.

- i. Seed money for new programs involving multiple departments provided there is a plan that includes identification of future ongoing funding sources and outcome measures; and
- j. 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 50% of their year-end fund balances and 100% of unspent Contingencies and Reserves. Non-General Fund Departments and zero Net County Cost General Fund departments can retain 100% of fund balances unless there is agreement to do otherwise.
- The remaining 50% of non-reserved departmental Fund Balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as paydown of unfunded liabilities, 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**

The current County Investment Policy was adopted by the Board of Supervisors on May 7, 2013. To meet the requirements of both liquidity and long-term investment needs, the County Investment Policy established the County pool. 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 investable 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 maximum allowable maturity of instruments in the County pool at the time of investment is seven years and the maximum dollar weighted average maturity of the fund is three 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 \$250,000.

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 a 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.

The Board has established an eight-member County Treasury Oversight Committee pursuant to State law. Members are selected pursuant to State law.

The Oversight Committee meets at least three times a year 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 Treasurer prepares a monthly report for the County pool participants, the Board 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 County Investment Policy is reviewed and approved annually by the Board. All amendments to the policy must be approved by the Board.

#### **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. 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 and in the best interests of the County and its citizens.

#### **DEVELOPMENT OF FEE POLICY**

The County's Fiscal Operating Committee 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.

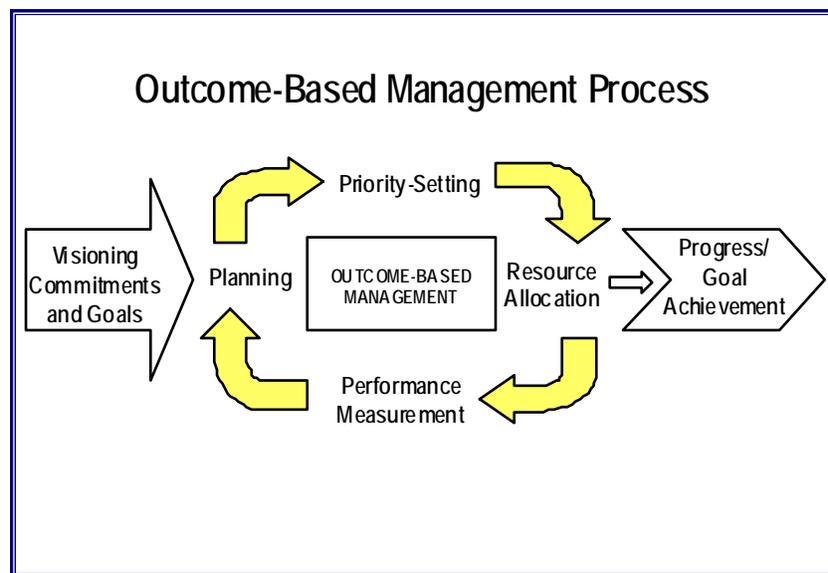
The policy will address several areas, including, but not limited to: analysis of the proposed fee to be charged and the statutory authority to impose the fee; methodology to be used to determine the proposed fee amount; timelines to establish and adjust fees; statutory requirements for setting and publishing new or increased fees; and 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 community outcomes identified during the County Shared Vision 2025 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 building a healthy, safe, livable, prosperous, environmentally conscious and sustainable community.

This budget represents a significant change from prior year budgets in three distinct ways. First, it is a two-year budget with both years prepared at the detail level. Although the County Budget Act only allows the Board to formally adopt the Recommended FY 2013-14 Budget, the FY 2014-15 Budget was prepared in such a way that minimal revisions will be required next year. This will save the County thousands of staff hours and provide the Budget and Policy Unit the time needed to conduct in-depth performance reviews during the off-year. Second, this budget has a new section that aligns key performance measures and community indicators with the Board's adopted Shared Vision 2025 Community Outcomes. This will begin the process of developing performance dashboards for the Community Outcomes and ultimately, County programs. Third, this budget returns to the more traditional approach of displaying the budget in the agency format: Criminal Justice, Health Services, Social Services, Community Services, and Administration and Fiscal.

The budget process is fluid and ongoing as shown below. 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. The Mid-Year Budget Workshop was conducted on January 29, 2013.

### Two-Year Budget / Alignment of Resources to Community Goals

The County implemented a two-year budget process for upcoming FYs 2013-14 and 2014-15. This will create more time for departments to focus on service delivery and achievement of goals and priorities, and will save staff time and other resources by

making the budget process more efficient. The two-year budget will be presented to the Board in September 2013, with periodic check-ins through County Manager's Reports. Beginning in 2014, cross-departmental performance review teams will evaluate program outcomes and productivity, and compare program performance to similar organizations (benchmarks). The teams will work closely with supervisors who are responsible for program success and for engaging and coaching their staff to perform meaningful work that aligns with organizational and community goals.

### **Annual Budget Cycle / Kick-Off**

The budget cycle immediately follows the Board Budget Workshop with the development of budget instructions, including policy guidelines for formulating budgets, budget targets, and the budget calendar for the upcoming cycle. A budget kick-off meeting with all Fiscal Officers usually occurs the third Wednesday in January and budget system refresher courses are offered to all Fiscal Officers the first week of February. For this budget cycle, the budget kick-off occurred on February 19, 2013 so that guidance and budget targets provided at the kick-off could incorporate direction provided by the Board during the January 29, 2013 Budget Workshop.

### **Preliminary Budget meetings with County Manager**

Prior to submitting their budgets, executive staff from each department meet with the County Manager to discuss issues that could impact the upcoming budget, including:

- Priorities the next two years
- Major budget issues, including State budget impacts
- Anticipated impacts to programs and services
- New position requests
- Performance goals for the next two years
- Availability of department reserves and other one-time sources

### **Final Budget Meetings with County Manager**

After the budgets are submitted by departments in early April, final budget meetings are scheduled with the County Manager to review the proposed budgets and ensure that they reflect the direction and priorities discussed in the preliminary meetings. The final budget meetings also provide the County Manager and his staff an opportunity to receive further clarification on department budget requests and issues.

### **Recommended Budget**

This budget cycle, to provide departments with more time to prepare two-year budgets, the County Manager's Office prepared a resolution in June 2013 that rolled over the FY 2012-13 Adopted Budget, making it the Recommended Budget for FY 2013-14. In previous budget cycles department deliverables would normally be due in April but this year's process provided two additional months. As a result, the Recommended and Adopted hearings will be combined into one set of hearings in September 2013. Pursuant to the County Budget Act, the June budget resolution extended the adoption of the final budget to October 2. The Recommended Budget was uploaded to the County's financial system (IFAS) in early July so that budgetary controls were established and budget monitoring could begin for the new fiscal year.

### **September Adjustments and Adopted Budget Hearings**

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. As noted earlier, the Recommended and Adopted Budget hearings have been combined. The Recommended Budget and any changes approved by the Board in September will be included in the Adopted Budget which is published by the 1st of December. The Adopted Budget is uploaded to the County's financial system (IFAS) immediately after the September final budget hearings 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 7 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 January through September. 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 2013-15 budget development cycle.

Mid-Year financial templates for FY 2012-13 due to County Manager's Office (CMO)	January 9, 2013 (Deliverable)
Preliminary Salary & Benefit projection snapshot generated in budget system	January 16, 2013
Board workshop to discuss Mid-Year financials and set two-year goals and budget priorities	January 29, 2013
Last day for departments to submit org changes with positions	January 30, 2013 (Deliverable)
Budget Kick-off Meeting - guidance and targets provided to departments	February 20, 2013
Final Salary & Benefit projection snapshot generated in budget system	February 20, 2013
County Manager and department budget meetings (round 1)	March 18-28, 2012
Board of Supervisors budget check-in presented by County Manager	April 9, 2013
FY 2013-14 and FY 2014-15 internal service charges due to departments	May 3, 2013
Board approves FY 2013-14 Recommended Budget resolution to roll over FY 2012-13 budget until the new two-year budget is adopted in September 2013	June 18, 2013
FY 2013-14 and FY 2013-14 budget deliverables due from departments: -Final CLB and RLB decision packages in budget system -Organizational Charts -Department Overview -Program Summaries (one for each program) -Position Adjustment Forms -Fixed Asset Request Forms -Fund Balance Estimates -Community Indicator Data	June 21, 2013 (Deliverable)
County Manager and department budget meetings (round 2)	July 8-12, 2013
CMO distributes budget materials to Board of Supervisors	August 23, 2013
FY 2012-13 Final Fund Balance / Year-End templates and Measure A and September revisions due from departments	August 23, 2013 (Deliverable)
Board approves Year-End ATR for FY 2012-13	September 10, 2013
Adopted Budget hearings	September 16-18, 2013

### 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 under the community outcomes areas.

BUDGETS	Budget Unit Number	Budget Unit Level
<b>CRIMINAL JUSTICE</b>		
Sheriff's Office	3000B	Department
Message Switch	1940B	Department
Probation Department	3200D	Department
District Attorney	2510B	Department
Private Defender Program	2800B	Department
County Support of the Courts	2700B	Department
Coroner's Office	3300B	Department
<b>HEALTH SERVICES</b>		
Health Administration	5500B	Division
Health Coverage Unit	5510B	Division
Health Policy and Planning	5550B	Division
Health IT	5560B	Division
Emergency Medical Services GF	5600B	Division
Emergency Medical Services-Trust Fund	5630B	Fund
Aging and Adult Services	5700B	Division
IHSS Public Authority	5800B	Fund
IHSS Public Authority GF	6900B	Division
Environmental Health Services	5900B	Division
Behavioral Health and Recovery Services	6100B	Division
Family Health Services	6240B	Division
Correctional Health Services	6300B	Division
San Mateo Medical Center	6600B	Division
Contributions to Medical Center	5850D	Department
First 5 San Mateo County (Information Only)	1950B	Department
<b>SOCIAL SERVICES</b>		
Human Services Agency	7000D	Department
Department of Child Support Services	2600B	Department

BUDGETS	Budget Unit Number	Budget Unit Level
Planning and Building	3800B	Department
Local Agency Formation Commission (LAFCo)	3570B	Department
Parks Department	3900B	Department
Fish and Game	3950B	Fund
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department
County Library	3700B	Department
Public Works - Administrative Services	4510P	Division
Public Works - Engineering Services	4600P	Division
Public Works - Facilities Services	4730P	Division
Public Works - Road Construction and Operations	4520B	Division
Public Works - Construction Service	4740B	Division
Public Works - Vehicle and Equipment Services	4760B	Division
Public Works - Waste Management	4820B	Division
Public Works - Transportation Services	4830B	Division
Public Works - Utilities	4840B	Division
Public Works - Airports	4850B	Division
Capital Projects	8500D	Fund
Courthouse Construction Fund	8300B	Fund
Criminal Justice Construction Fund	8400B	Fund
Real Property Services	1220B	Division
Agricultural Commissioner / Sealer	1260B	Division
Public Safety Communications	1240B	Division
Structural Fire Special Revenue Fund	3550B	Fund
Fire Protection Services	3580B	Department
County Service Area #1	3560B	Fund
Housing and Community Development	7920P	Division
Housing Authority (Information Only)	7930P	Division
<b>ADMINISTRATION AND FISCAL SERVICES</b>		
Board of Supervisors	1100B	Department
County Manager / Clerk of the Board	1200B	Department
Assessor-County Clerk-Recorder	1300D	Department
Controller's Office	1400B	Department
Treasurer - Tax Collector	1500B	Department
Retirement Office (Information Only)	2000B	Department
County Counsel	1600B	Department
Human Resources Department	1700B	Department
Shared Services	1780B	Division
Information Services Department	1800B	Department
Grand Jury	1920B	Department
Non-Departmental Services	8000B	Department
Debt Service Fund	8900B	Fund



## CRIMINAL JUSTICE

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

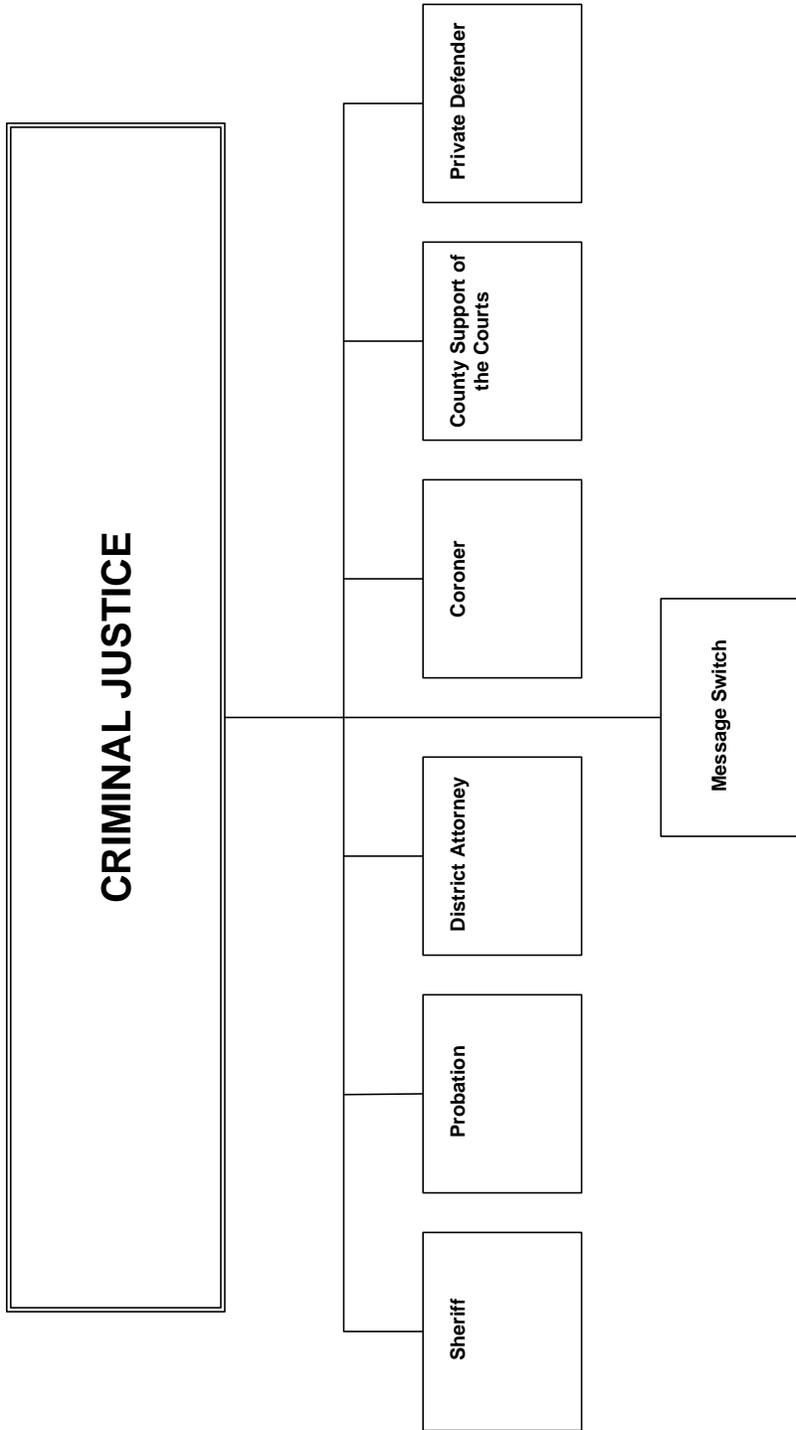
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with  
respect and dignity

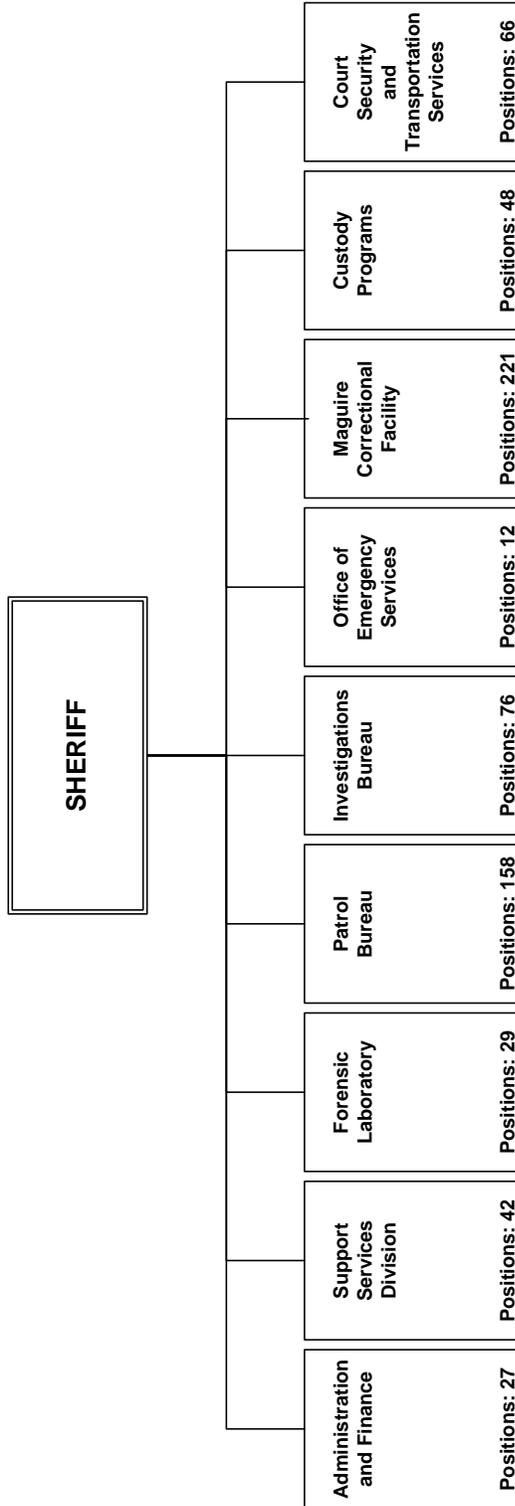




## Criminal Justice FY 2013-14 and 2014-15 All Funds Summary

Total Requirements	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>General Fund Budgets</b>							
Sheriff's Office	168,592,614	173,110,415	198,553,209	195,720,773	(2,832,436)	200,778,696	5,057,923
Message Switch	1,255,523	1,296,710	1,384,856	1,404,083	19,227	1,240,021	(164,062)
Probation Department	72,685,949	71,124,489	77,177,399	80,275,777	3,098,378	80,163,229	(112,548)
District Attorney's Office	24,321,192	23,888,927	26,014,746	26,510,526	495,780	26,918,527	408,001
Private Defender Program	16,510,529	16,510,510	16,921,755	17,255,048	333,293	17,513,277	258,229
County Support of the Courts	20,584,973	20,298,054	20,698,165	20,690,765	(7,400)	20,690,765	
Coroner's Office	3,103,321	2,988,845	3,078,043	3,031,425	(46,618)	2,939,834	(91,591)
<b>Total General Fund</b>	<b>307,054,101</b>	<b>309,217,951</b>	<b>343,828,173</b>	<b>344,888,397</b>	<b>1,060,224</b>	<b>350,244,349</b>	<b>5,355,952</b>
<b>Total Requirements</b>	<b>307,054,101</b>	<b>309,217,951</b>	<b>343,828,173</b>	<b>344,888,397</b>	<b>1,060,224</b>	<b>350,244,349</b>	<b>5,355,952</b>
<b>Total Sources</b>	<b>135,395,096</b>	<b>147,709,492</b>	<b>172,891,984</b>	<b>170,386,286</b>	<b>(2,505,698)</b>	<b>171,686,619</b>	<b>1,300,333</b>
<b>Net County Cost</b>	<b>171,659,005</b>	<b>161,508,459</b>	<b>170,936,189</b>	<b>174,502,111</b>	<b>3,565,922</b>	<b>178,557,730</b>	<b>4,055,619</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1,216.0	1,204.0	1,222.0	1,239.0	17.0	1,295.0	56.0
Funded FTE	1,197.0	1,167.0	1,202.7	1,218.7	16.0	1,247.2	28.5

# SHERIFF'S OFFICE



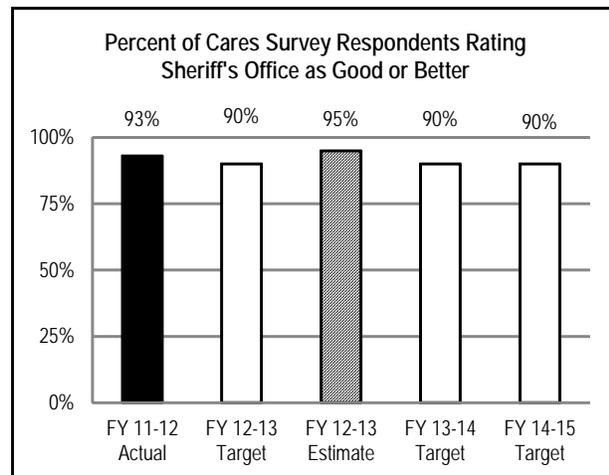
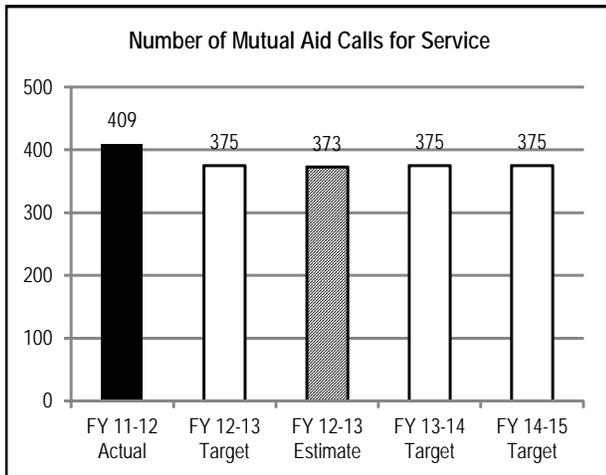
## Department Locator

County

Criminal Justice

▷ **Sheriff's Office**

## Key Department Measures



## 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 Court, 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.

## Overview

The San Mateo County Sheriff's Office provides Law Enforcement and records administration to the unincorporated areas of the county and the eight contract jurisdictions of Woodside, Portola Valley, San Carlos, Half Moon Bay, Millbrae, SamTrans / Caltrain, Eichler Highlands, and North Fair Oaks. In addition, the Office provides security to the Courts and securely transport almost 22,000 inmates. The Sheriff's Office provides thorough investigative services of all crimes, including sexual assaults, cases of child sexual abuse, and internet crimes, as a foundation for prosecution. The Sheriff's Office protects the community by providing a safe and secure environment for inmates, including their medical, nutritional, hygienic, legal, and spiritual needs, in partnership with Correctional Health Services, the Service League of San Mateo County and other community based organizations. The Sheriff's Office strives to provide alternatives to incarceration through programs and services in an ongoing effort to improve life and support successful transition of inmates back into the community. The Forensic Lab provides specialized investigative and scientific analytical services. In addition, the Office provides leadership to the Sheriff's Gang Intelligence Unit, the Vehicle Theft Task Force, the Narcotics Task Force, the Northern California Regional Intelligence Center (NCRIC), the Office of Emergency Services and Homeland Security, and the High Intensity Drug Trafficking Area (HIDTA) Program as well as participating in the County-wide Gang Task Force (GTF), the Community Alliance to Revitalize our Neighborhood (CARON), and the Drug Awareness and Resistance Education (DARE) programs.

The Sheriff's Office of Emergency Services provides County-wide emergency management, planning, and response for rescue calls, missing persons, hazardous materials, public safety, bomb threats, and natural disasters.

During the FY 2012-13, the Sheriff's Office achieved several major accomplishments which benefit the residents of San Mateo County. The Office continued to successfully maintain shared service agreements with the cities of San Carlos, Half Moon Bay, and Millbrae, thereby staffing and maintaining public safety in a total of eight contract areas and the unincorporated areas of San Mateo County. The Sheriff's Office also continued the effective management of the replacement jail project, with several milestones achieved, the first being the official replacement jail ground breaking on July 10th, 2012. Since that time, demolition, soil re-mediation, and site grading have been completed. Final details of the replacement jail design are almost complete and piles are slated to be driven in the coming fiscal year, with a project completion date aimed for mid-year 2015. Despite severe jail overcrowding, the Corrections Division continues to maintain safe and secure correctional facilities. In addition, the Corrections Division implemented a newly trained correctional facility drug detection canine, which successfully assists in locating drug contraband within the inmate population. Additionally, the Sheriff's Office participated as a member of the Community Corrections Partnership to assist in the implementation of the AB-109 State Prisoner Realignment plans. During these difficult economic times, the Office is increasingly facing additional changes and challenges in the coming year. In FY2013-14, the Office expects to increasingly feel the effects of the AB-109 State Prisoner Re-alignment. The Maple Street Complex and the Maguire Correctional Facility were never designed for multi-year incarceration, major programming, or accommodating those needing longer term services for this population. It is also necessary to manage the facility security and operations and take into consideration the more sophisticated inmate profile due to State Re-alignment. Litigation continues with respect to the requirement of county facilities to provide the same level of inmate privileges and rights afforded at the state level. Despite these challenges, the Office will continue to seek creative solutions to ensure there is space available to offer the programming and partnership staff review in preparation for those inmates who will be facing re-entry.

The Forensic Laboratory continues to meet our customers' needs in the high volume areas of Controlled Substances and Blood Alcohols, and saw a significant increase in Combined DNA Indexing System DNA hits. Over the next two years, the Sheriff's Forensic Laboratory anticipates the added challenge of increased Federal mandates in the area of DNA analysis requiring an increase of seven new genetic markers; going from 13 genetic markers to 20 genetic markers, which will require new instrumentation, reagent sets, and a lengthy validation study.

The Sheriff's Community Programs and Sheriff's Activity League (SAL) have been successful in securing over \$330,000 in grant funding to bolster programs offered to the youth of San Mateo County. This has allowed the Sheriff's Office to significantly expand its services to new areas and increase the number of youth served in the county from roughly 1,200 youth in 2009 to over 3,000 youth in FY 2012-13. The children enjoy school tutoring, mentoring, on the dangers of drugs and gangs, and leisure activities such as dancing and soccer. In addition, in partnership with the City of Half Moon Bay, the Sheriff's Patrol Bureau assisted in building a new Department Operations Center.

The Investigations Division continues to provide thorough investigative and special task force services while the Northern California High Intensity Drug Trafficking Area program (NCHIDTA) / Northern California Regional Intelligence Center (NCRIC) seized more than \$422 million worth of illegal drugs and over \$13.6 million in cash. Additionally, the NCHIDTA / NCRIC developed the Regional Vulnerability Data Collection System to analyze the regions' potential vulnerabilities to man-made and natural disasters as well as identifying the regions' critical infrastructures. In the coming years, NCHIDTA / NCRIC is developing a cyber-threat analysis program to assist in the identification, mitigation, deterrence and prevention of cyber threats, which will improve information sharing regarding cyber threats to protect government and critical infrastructure throughout Northern California and the Nation.

The Office will continue to strive to maintain high levels of service despite the continued loss of Federal and State funding and will continue to aggressively seek grant funding that partially supports many programs in the Forensic Laboratory, the Office of Emergency Services, and the Sheriff's Community Programs. Assigned personnel will

continue to be asked to perform at a high level and assume responsibilities beyond that of traditional patrol. Despite these funding and staffing challenges, in the coming year, the Office is committed to increasing Emergency Preparedness Training on the Coastside, as well as continuing to work closely with local schools to ensure the safety and security of students and school staff. The Office will continue to review spending patterns, manage staff vacancies, and monitor and control overtime usage while continuing to seek shared service solutions and cost-saving efficiencies to become more fiscally responsible.

Sheriff's Office (3000B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	3,140	3,915	2,100	2,100		2,100	
Fines, Forfeitures and Penalties	264,308	243,321	322,000	322,000		293,636	(28,364)
Intergovernmental Revenues	46,419,678	60,851,849	81,026,412	78,512,066	(2,514,346)	82,780,774	4,268,708
Charges for Services	9,319,052	10,656,387	10,410,158	10,554,382	144,224	10,173,750	(380,632)
Interfund Revenue	12,902,111	3,602,526	3,552,691	3,599,599	46,908	3,579,541	(20,058)
Miscellaneous Revenue	993,898	1,132,288	717,513	828,986	111,473	863,986	35,000
Other Financing Sources	303,215	21,150					
<b>Total Revenue</b>	<b>70,205,403</b>	<b>76,511,436</b>	<b>96,030,874</b>	<b>93,819,133</b>	<b>(2,211,741)</b>	<b>97,693,787</b>	<b>3,874,654</b>
Fund Balance	9,967,565	12,582,189	12,858,673	10,651,975	(2,206,698)	9,674,606	(977,369)
<b>TOTAL SOURCES</b>	<b>80,172,968</b>	<b>89,093,625</b>	<b>108,889,547</b>	<b>104,471,108</b>	<b>(4,418,439)</b>	<b>107,368,393</b>	<b>2,897,285</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	125,362,371	131,323,927	141,957,643	142,258,292	300,649	148,921,542	6,663,250
Services and Supplies	13,249,349	13,838,964	26,790,898	21,102,887	(5,688,011)	18,830,170	(2,272,717)
Other Charges	18,010,804	17,286,354	18,651,309	21,903,303	3,251,994	22,059,678	156,375
Fixed Assets	5,668,904	3,214,474	5,520,983	5,933,818	412,835	5,894,818	(39,000)
Other Financing Uses	1,880,796	3,248,267	905,009	904,997	(12)	903,971	(1,026)
<b>Gross Appropriations</b>	<b>164,172,224</b>	<b>168,911,986</b>	<b>193,825,842</b>	<b>192,103,297</b>	<b>(1,722,545)</b>	<b>196,610,179</b>	<b>4,506,882</b>
Intrafund Transfers	(1,876,241)	(918,352)	(2,511,025)	(2,485,809)	25,216	(1,555,470)	930,339
<b>Net Appropriations</b>	<b>162,295,983</b>	<b>167,993,634</b>	<b>191,314,817</b>	<b>189,617,488</b>	<b>(1,697,329)</b>	<b>195,054,709</b>	<b>5,437,221</b>
Contingencies/Dept Reserves	6,296,631	5,116,781	7,238,392	6,103,285	(1,135,107)	5,723,987	(379,298)
<b>TOTAL REQUIREMENTS</b>	<b>168,592,614</b>	<b>173,110,415</b>	<b>198,553,209</b>	<b>195,720,773</b>	<b>(2,832,436)</b>	<b>200,778,696</b>	<b>5,057,923</b>
<b>NET COUNTY COST</b>	<b>88,419,646</b>	<b>84,016,790</b>	<b>89,663,662</b>	<b>91,249,665</b>	<b>1,586,003</b>	<b>93,410,303</b>	<b>2,160,638</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	659.0	665.0	679.0	692.0	13.0	749.0	57.0
Funded FTE	654.7	644.0	670.9	686.3	15.4	715.8	29.5

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$4,418,439 or 4.1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$2,514,346 in this funding source due to reductions of \$3,540,663 in grant revenue expected to be received, and a reduction of \$51,834 in law enforcement contract revenue. This decrease was partially offset by an increase of \$1,018,151 in Realignment Sales Tax revenue, an increase of \$30,000 in Aid from Cities, and \$30,000 in expected Measure A funding.

#### Charges for Services

There is a net increase of \$144,224 in this funding source due to increases of \$171,321 in law enforcement contract revenue. This increase was partially offset by a decrease of \$27,097 in work furlough revenue expected by the Alternative Sentencing Bureau.

#### Interfund Revenue

There is an increase of \$46,908 in this funding source due to adjustments in Interfund revenue for Commissary and Law Enforcement contracts.

#### Miscellaneous Revenue

There is an increase of \$111,473 in this funding source due to reallocations of funding in Sheriff's Community Programs.

#### Fund Balance

There is a net decrease of \$2,206,698 in this funding source due to a decrease of \$671,863 for the total spent on RIMS in FY 2012-13, a decrease of \$304,952 spent for Jail Management System in FY 2012-13, a decrease of \$348,960 spent for WTF in FY 2012-13, a decrease of \$200,000 spent on Service League in FY 2012-13, and a decrease of \$912,240 for the required 25% transfer to non-departmental. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$2,832,436 or 1.4% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$300,649 in this expenditure category due to an increase in salaries and benefits of \$1,274,652 from the addition of 13 positions. This increase was partially offset by the reduction of \$974,003 from a reduction in retirement contributions and other accounts.

#### Services and Supplies

There is a net decrease of \$5,688,011 in this expenditure category due to a decrease of \$1,090,778 in grant Contract s reallocated to Fixed Assets, as well as a decrease of \$4,597,233 for closed grant expenditures and adjustments to meet budget targets.

#### Other Charges

There is an increase of \$3,251,994 in this expenditure category due to adjustments to meet service charge budgets.

Fixed Assets

There is an increase of \$412,835 due to the addition of one time purchases in FY 2013-14 and the removal of one-time purchases from FY 2012-13.

Other Financing Uses

There is a decrease of \$12 in this expenditure category due to an adjustment in the Forensic Lab Debt Service payment.

Intrafund Transfers

There is a decrease of \$25,216 in this expenditure category due to a reallocation and adjustments made to meet budget targets.

Contingencies / Departmental Reserves

There is net decrease of \$1,135,107 in this expenditure category due to a decrease of \$351,004 budgeted to fund the Women's Transitional Facility in FY13-14, a decrease of \$200,000 budgeted to fund the Service League Contract in FY13-14, and a decrease of \$912,240 budgeted for the required 25% transfer to non-departmental. These reductions are offset by an increase of \$328,137 for the unspent allocation for RIMS in FY12-13. The balance in General Fund Reserves represents 3.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$2,322,320. There are no changes to Non-General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$1,586,003 or 1.7% in this Department's General Fund allocation.

**FY 2014-15 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$2,897,285 or 2.8% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Fines, Fees and Forfeitures

There is a net decrease of \$28,364 in this funding source due to revenue adjustments.

Intergovernmental Revenues

There is a net increase of \$4,268,708 in this funding source due to an increase of \$5,186,568 in Realignment revenue, of which \$4,663,321 is to be used to fund the replacement jail staffing. This increase was partially offset by an increase of \$230,233 in law enforcement contract revenue, and a decrease of \$1,148,093 in revenue mainly due to grants which have ended.

Charges for Services

There is a net decrease of \$380,632 in this funding source due to more accurately reflect projected revenues.

Interfund Revenue

There is a net decrease of \$20,058 in this funding source due to adjustments in Interfund revenue for Commissary and Law Enforcement contracts.

Miscellaneous Revenue

There is a net increase of \$35,000 in this funding source due to reallocations of funding in Sheriff's Community Programs.

### Fund Balance

There is a net decrease of \$977,369 in this funding source due to a decrease of \$351,004 for the total spent on Women's Transitional Facility in FY 2013-14, a decrease of \$200,000 spent on Service League in FY13/14, and a decrease of \$426,365 for the Jail Management System. Fund Balance used for one-time projects and purchases in FY 2013-14 has been eliminated.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$5,057,923 or 2.5% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$6,663,250 in this expenditure category due to \$2,087,341 in scheduled Salary and Benefit increases, as well as \$4,575,909 in increases due to the addition of 57 positions, mainly for the additional replacement jail staff scheduled to begin in January 2015.

#### Services and Supplies

There is a net decrease of \$2,272,717 in this expenditure category mainly due to a reduction in expenses due to the closure of the Jail Management System (JMS) Grant; the balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is an increase of \$156,375 in this expenditure category due to adjustments to meet service charge budgets.

#### Fixed Assets

There is a decrease of \$39,000 due to the removal of one-time purchases from FY 2013-14.

#### Other Financing Uses

There is a decrease of \$1026 in this expenditure category due to an adjustment in the Forensic Lab Debt Service payment.

#### Intrafund Transfers

There is a decrease of \$930,339 in this expenditure category due to adjustments made to meet budget targets, and the removal of Intrafund Transfers due to the closure of the JMS Grant.

#### Contingencies / Departmental Reserves

There is net decrease of \$379,298 in this expenditure category due to a decrease of \$200,000 budgeted to fund the Service League Contract in FY 2014-15, and a decrease of \$179,298 budgeted to fund the Women's Transitional Facility for 6 months. The balance in General Fund Reserves represents 2.9% of Net Appropriations, which exceeds the County 2% Reserves policy by \$1,822,842. There are no changes to Non-General Fund Reserves.

### **NET COUNTY COST**

There is an increase of \$2,160,638 or 2.4% in this Department's General Fund allocation.

## Administrative and Support Services (3011P)

### Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Administration and Support Services**

### Program Outcome Statement

Efficiently manage and provide fiscal and administrative support

### Program Results

The Administrative and Support Services program provides departmental leadership, 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. The Administration and Support Services Division continues to strive to maintain high levels of service despite the continued loss of Federal and State funding, such as State Criminal Alien Assistance Program (SCAAP) funding.

The Administration and Support Services Division supports critical corrections and law enforcement functions while maintaining a high customer satisfaction rating, currently at 93%, which indicates the continued quality of law enforcement services provided by the Sheriff's Office for San Mateo County citizens. The Sheriff's Office continues to operate efficiently, and has maintained a low administration-to-operations ratio, currently reflecting 2.5% of the department's budget allocated for administrative purposes. Administration and Support Services provides support to several significant Division projects through data gathering and reporting, as well as meeting facilitation, acts as a liaison with the County Manager's Office and Board of Supervisors, and other key support activities. In addition, Administration and Support continues to serve as fiscal agent for the Office of Emergency Services Joint Powers Authority, the Bay Area Regional Interoperable Communications System (BAYRICS) Joint Powers Authority, the Vehicle Theft Task Force, the High Intensity Drug Trafficking Agency, and the Narcotics Task Force.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of CARES survey respondents rating Sheriff's services good or better	93%	90%	95%	90%	90%
Percent of department budget allocated to administrative services	2.5%	4%	3%	4%	4%
Number of Accounts Receivable processed annually	813	800	815	800	800

## Administrative and Support Services (3011P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	23.0	22.0	27.0	29.0	2.0	29.0	
Funded FTE	23.0	22.0	27.0	29.0	2.0	29.0	
<b>Total Requirements</b>	12,003,908	10,848,846	13,195,979	13,117,991	(77,988)	12,632,112	(485,879)
<b>Total Sources</b>	10,338,454	13,247,438	13,250,812	11,044,114	(2,206,698)	10,049,295	(994,819)
<b>Net County Cost</b>	1,665,454	(2,398,592)	(54,833)	2,073,877	2,128,710	2,582,817	508,940

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs; reductions to Fund Balance for prior year funding of Jail Management System, Women's Transitional Facility, Service League contract, and 25% reserves transfer to Non-Departmental; and associated reductions to reserves for the FY 2013-14 costs of Women's Transitional Facility, Service League contract, and the 25% reserves transfer to non-departmental to assist in the pay down of the county's unfunded liability in the retirement trust fund.

Total Requirements	Total Sources	Net County Cost	Positions
(406,125)	(1,534,835)	1,128,710	0

#### 2. Sheriff's RIMS Project

Departmental Reserves was increased for the portion of the RIMS project budget that was unspent in FY 2012-13. Fund Balance was reduced for the portion of the RIMS project that was spent in FY 2012-13. The resulting increase in Net County Cost is offset by an equal reduction in Net County Cost in the Professional Standards Bureau.

Total Requirements	Total Sources	Net County Cost	Positions
328,137	(671,863)	1,000,000	0

#### 3. Unclassified Information Technology Analyst

The Sheriff's Office is adding one Unclassified Information Technology Analyst position due to the increased workload from the Law Enforcement contracts. This new position is fully funded by support services charges from the contract cities, and there is no additional net county cost.

Total Requirements	Total Sources	Net County Cost	Positions
137,388	0	137,388)	1

Total Requirements	Total Sources	Net County Cost	Positions
(137,388)	0	(137,388)	0

#### 4. Payroll / Personnel Specialist

The Sheriff's Office is adding one Unclassified Information Technology Analyst position due to the increased workload from the Law Enforcement contracts. This new position is fully funded by support services charges from the contract cities, and there is no additional net county cost.

Total Requirements	Total Sources	Net County Cost	Positions
84,360	0	84,360	1
(84,360)	0	(84,360)	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(77,988)	(2,206,698)	2,128,710	2

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs; and adjustments to Fund Balance for prior year funding of Women's Transitional Facility, Service League contract, and adjustments to reserves for the FY 2013-14 costs of Women's Transitional Facility and Service League contract.

Total Requirements	Total Sources	Net County Cost	Positions
(521,678)	(568,454)	46,776	0

##### 2. Jail Management System (JMS) Grant

Fund Balance was reduced for the portion of the JMS Grant that will be spent in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
0	(462,365)	426,365	0

#### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(485,879)	(994,819)	508,940	0

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## Professional Standards Bureau (3013P)

### Program Locator

County

    Criminal Justice

        Sheriff's Office

▷      **Professional Standards Bureau**

### Program Outcome Statement

Provide training, technology support, personnel, records, and relief staffing services

### Program Results

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. The Technical Services Unit serves the Sheriff's Office and county law enforcement agencies in providing technical support and network management for criminal justice information systems and databases. A Director of Technology position was added to enhance the effectiveness of the unit. The Criminal Records Bureau provides various records functions for the Sheriff's Office including the contract jurisdictions. Records services are currently available at four locations: the Hall of Justice in Redwood City, San Carlos, Half Moon Bay, and Millbrae.

Recruitment for vacancies created by a large retirement, and planning for a new correctional facility will be major future challenges for the Bureau. This challenge will be faced with aggressive recruitment efforts, in collaboration with the Human Resources Department, to continue to building a workforce which reflects the diversity of the community.

The Professional Standards Bureau continues to recruit, and conduct over 212 background investigations of candidates for sworn, civilian, and volunteer positions. Of last year's new hires, 98% successfully completed the probationary period, and 54% were women and / or minority. The Training Unit oversees all sworn officer training, as well as weapons and specialized training. This year, the entire Sheriff's Office was in full compliance with State regulatory authorities Peace Officers Standards and Training (POST) and Standards and Training for Corrections (STC), with each sworn officer receiving an average of 13 hours of training. The Relief Staffing Unit works to reduce overtime expenditures by providing the initial resource for backfill staffing. The Coyote Point Firing Range serves 26 law enforcement agencies as a facility for mandated peace officer firearm qualifications, and provided over 1,800 hours of firing range training.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Total number of firing range hours	1,868	1,850	1,860	1,850	1,850
Number of training hours conducted per employee	13	12	15	12	12
Percent of new hires who are female and / or minority officers	54%	40%	45%	40%	40%

Professional Standards Bureau (3013P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	55.0	45.0	42.0	43.0	1.0	43.0	
Funded FTE	54.9	45.0	41.9	42.9	1.0	42.9	
<b>Total Requirements</b>	10,808,148	9,320,920	10,479,133	9,257,028	(1,222,105)	9,356,684	99,656
<b>Total Sources</b>	1,492,441	1,688,832	2,060,220	2,060,220		2,014,110	(46,110)
<b>Net County Cost</b>	9,315,707	7,632,088	8,418,913	7,196,808	(1,222,105)	7,342,574	145,766

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs; and an allocation of Intrafund transfers for contract city support services.

Total Requirements	Total Sources	Net County Cost	Positions
(222,105)	0	(222,105)	0

2. Sheriff's RIMS Project

Expenses were reduced for the one-time appropriation for Sheriff's RIMS project in FY 2012-13. The resulting decrease in Net County Cost is offset by an equal increase in Net County Cost in the Administrative and Fiscal program.

Total Requirements	Total Sources	Net County Cost	Positions
(1,000,000)	0	(1,000,000)	0

### 3. Sheriff's Records Technician

The Sheriff's Office is adding one Records Technician position due to the increased workload from the Law Enforcement contracts. This new position is fully funded by support services charges from contract cities, and there is no net county cost.

Total Requirements	Total Sources	Net County Cost	Positions
81,456	0	81,456	1
(81,456)	0	(81,456)	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(1,222,105)	0	(1,222,105)	1

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs; reductions to revenue and adjustments to service charges.

Total Requirements	Total Sources	Net County Cost	Positions
99,656	(46,110)	145,766	0

## Forensic Laboratory (3017P)

### Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Forensic Laboratory**

### Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

### Program Results

The San Mateo County Sheriff's Office Forensic Laboratory serves all criminal justice agencies by providing specialized investigative and scientific analytical services that results in professional conclusions and expert testimony to support the investigation and adjudication of alleged criminal activity and to ensure public safety.

In FY 2013-15, a major challenge facing the Laboratory's Forensic Biology and DNA Unit will be the possible inclusion of an additional seven genetic markers, from 13 to 20, for a full DNA profile for Combined DNA Index System (CODIS) entry. This proposed increase in genetic markers will require new instrumentation, reagent sets, staff training, and an extensive validation process. All these activities will need to be accomplished while maintaining current caseload production.

The San Mateo County Sheriff's Office Forensic Laboratory demonstrated its accuracy of analysis by maintaining accreditation from the American Society of Crime Laboratory Directors / Laboratory Accreditation Board (ASCLD / LAB), under the international standards and criteria as set forth under ISO:17025. The Laboratory continued its contractual and professional relationships with the Santa Clara County Crime Laboratory, Los Angeles County Coroner's Office, and the Redwood Toxicology Laboratory as well as the Vallejo, Concord, Pittsburg, and Fremont Police Departments. Accurate and timely forensic analysis is a key measure of success. In the last fiscal year, the Lab received 3,411 Major Case items for processing, and 649 items and analysis requests generated by field calls.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of positive associations in AFIS, CODIS, and NIBIN <sup>1</sup>	203	75	200	100	100
Percent of customers rating forensic laboratory services as good or better	100%	90%	86%	90%	90%
Total number of major case items received	3,411	3,200	3,400	3,200	3,200

<sup>1</sup>Automated Fingerprint Identification System (AFIS), Combined DNA Index System (CODIS), and National Integrated Ballistics Information Network (NIBIN) database positive associations are recorded as actuals only.

## Forensic Laboratory (3017P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	31.0	30.0	29.0	30.0	1.0	30.0	
Funded FTE	29.8	29.0	29.0	30.0	1.0	30.0	
<b>Total Requirements</b>	<b>7,576,853</b>	<b>7,623,574</b>	<b>9,006,801</b>	<b>7,274,573</b>	<b>(1,732,228)</b>	<b>7,292,558</b>	<b>17,985</b>
<b>Total Sources</b>	<b>4,343,463</b>	<b>5,054,071</b>	<b>6,148,488</b>	<b>4,446,176</b>	<b>(1,702,312)</b>	<b>4,297,566</b>	<b>(148,610)</b>
<b>Net County Cost</b>	<b>3,233,390</b>	<b>2,569,503</b>	<b>2,858,313</b>	<b>2,828,397</b>	<b>(29,916)</b>	<b>2,994,992</b>	<b>166,595</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs

Total Requirements	Total Sources	Net County Cost	Positions
88,416	31,018	57,398	0

#### 2. Sheriff's Legal Office Specialist

The Sheriff's Office is adding one Legal Office Specialist position to assist in managing increased workloads. The position is being funded by a reallocation of existing funds.

Total Requirements	Total Sources	Net County Cost	Positions
23,626	23,626	0	1

#### 3. Reduction in Fixed Assets

The Sheriff's Office is reallocating one-time Fixed Asset funding in order to add a Program Coordinator position in the Sheriff's Community Programs Unit.

Total Requirements	Total Sources	Net County Cost	Positions
(87,314)	0	(87,314)	0

#### 4. FY10 DNA Cold Case Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(219,599)	(219,599)	0	0

### 5. American Reinvestment and Recovery Act (ARRA) Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(1,309,953)	(1,309,953)	0	0

### 6. FY11 DNA Backlog Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(227,404)	(227,404)	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(1,732,228)	(1,702,312)	(29,916)	1

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
17,985	(148,610)	166,595	0

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## Patrol Bureau (3051P)

### Program Locator

County

    Criminal Justice

        Sheriff's Office

▷      **Patrol Bureau**

### Program Outcome Statement

Keep communities safe by providing quality law enforcement services

### Program Results

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. The Patrol Bureau provides services to the unincorporated areas of the County, and within eight contract jurisdictions, including full police services within Woodside, Portola Valley, San Carlos, Half Moon Bay, and Millbrae; supplemental policing services to County Service Areas #1 and #8; and transit police services for SamTrans / JTPA Transportation District including the police services for the CalTrain route from Gilroy to San Francisco.

The Patrol Bureau is comprised of Headquarters Patrol that serves the unincorporated areas of Redwood City, Menlo Park, Atherton as well as the contract towns of Woodside and Portola Valley. The North County Patrol Bureau provides police services to the city of Millbrae, the Burlingame Hills area and the unincorporated areas of South San Francisco and other parts of the northern end of the county. The Coastside Patrol Bureau serves all coastal beats and the contract with Half Moon Bay. The San Carlos Police Bureau provides police services for the city of San Carlos. Along with the different bureaus and contract cities, the Sheriff's Office also maintains a School Resource Unit, Community Policing Unit, Canine Officer Services, and the Sheriff's Motorcycle Unit. In the past year, the Patrol Bureau along with Sheriff's Transit Police issued over 26,000 citations and responded to over 93,000 calls for service.

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. The Sheriff's Community Policing programs include Sheriff's Activity League (SAL), the North Fair Oaks Festival, Community Alliance to Revitalize Our Neighborhood program (CARON), and School Resources unit that provides Drug Awareness and Resistance Education (DARE) and Gang Resistance Education and Awareness Training (GREAT) classes at local schools. The Sheriff's Office School Resource Unit (SRU) also works with all of the schools in the Sheriff's jurisdiction. The SRU Deputies assist not only in education efforts but in violence prevention and emergency planning as well. Over the past six months, SRU Deputies have worked with schools to plan and practice emergency response plans. Additionally, the Sheriff's Office of Emergency Services hosted a county-wide School Safety Summit for Police and School executives to cooperatively plan a uniform response to school violence issues. The Sheriff's Child Safety Seat Education Program continues to inspect car seats and train parents on proper installation to reduce child injuries and deaths. The Sheriff's Office remains committed to working with all communities in the County to prevent crime and to apprehend criminals.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Average response time - urban and rural	5:35 / 12:25	5:00 / 11:00	5:00 / 12:00	5:00 / 11:00	5:00 / 11:00
Total number of on-board assaults annually	16	28	20	28	28
Number of dispatched calls for service - patrol	90,862	80,000	85,000	80,000	80,000

Patrol Bureau (3051P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	135.0	155.0	158.0	159.0	1.0	159.0	
Funded FTE	132.0	138.0	154.0	155.0	1.0	155.0	
<b>Total Requirements</b>	<b>30,902,437</b>	<b>39,648,308</b>	<b>42,749,417</b>	<b>42,634,160</b>	<b>(115,257)</b>	<b>43,403,490</b>	<b>769,330</b>
<b>Total Sources</b>	<b>17,328,677</b>	<b>25,509,398</b>	<b>28,566,706</b>	<b>28,577,007</b>	<b>10,301</b>	<b>28,855,809</b>	<b>278,802</b>
<b>Net County Cost</b>	<b>13,573,761</b>	<b>14,138,910</b>	<b>14,182,711</b>	<b>14,057,153</b>	<b>(125,558)</b>	<b>14,547,681</b>	<b>490,528</b>

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(232,569)	(46,699)	(182,870)	0

2. Program Coordinator

The Sheriff's Community Programs unit is adding one Program Coordinator funded by a combination of grant funding and a reallocation of existing funds. This position will assist with various community programs, including the Sheriff's Activity League, and will coordinate various youth activities in the County.

Total Requirements	Total Sources	Net County Cost	Positions
117,312	60,000	57,312	1

### 3. Transfer Deputy Sheriff

The Sheriff's Office is transferring one Deputy Sheriff position from Headquarters Patrol to Coastside Patrol to better align with staffing levels. There is no additional net county cost associated with this change.

Total Requirements	Total Sources	Net County Cost	Positions
(181,812)	0	(181,812)	(1)
181,812	0	181,812	1

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(115,257)	10,301	(125,558)	1

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
769,330	278,802	490,528	0

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## Investigations Bureau (3053P)

### Program Locator

#### County

Criminal Justice

Sheriff's Office

#### ▷ **Investigations Bureau**

### Program Outcome Statement

Ensure safe community through investigation, arrest, and prosecution of criminals

### Program Results

The Sheriff's Office 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. By promoting local, state and federal collaborative partnerships, the Investigations Bureau maximizes the ability and effectiveness in combating criminal activity. The Bureau's Property Unit maintains a secure and safe environment for found/lost property and all evidence that will be required for the successful prosecution of cases investigated by both the Sheriff's Office and the Sheriff's Office joint task forces. The Investigations Bureau also provides fiscal support to five investigative initiatives to ensure necessary expenses such as travel, undercover purchases of contraband or information, surveillance equipment, IT equipment and software are provided. The Investigations Bureau provides equipment through the equipment lending program, provides law enforcement and analytical training to enhance investigative efforts, produces threat assessments and strategic reporting publications to client agencies and the public, and provides deconfliction services to law enforcement agencies. It also provides fiscal and logistical support to community prevention programs.

In the past fiscal year, the Investigations Bureau reviewed almost 10,000 cases and performed over 6,600 investigations. The Sheriff's Gang Intelligence Unit / Gang Task Force also validated 375 gang members and, through collaborative efforts, had 91% of the cases submitted to the DA led to an arrest or diversion. The Narcotics Task Force worked with state and federal partners in the investigations of drug trafficking organizations operating in San Mateo County. The Sheriff's Countywide Security Unit provided security for all County facilities, as well as Workplace Violence Prevention training to first responders to ensure county employee safety. The Lieutenant on site at the San Mateo Medical Center (SMMC) and the Health System coordinates security issues for the Center and nine medical and mental health clinics located throughout the County. Northern California High Intensity Drug Trafficking Area (NCHIDTA) Initiatives dismantled or disrupted 36 Drug Trafficking Operations, initiated 1,328 new cases and utilized the NCHIDTA to deconflict 33,451 events and case/subjects. The NCHIDTA also provided analytical support to 119 cases, reviewed 225 Suspicious Activity Reports, made 415 equipment loans and utilized its Title III Program for 32 telephone intercept devices. The Northern California HIDTA has had great success in disrupting the market for illegal drugs across its eleven county area of responsibility. The performance of the NCHIDTA / Northern California Regional Intelligence Center (NCRIC) programs have been greatly enhanced by the initiatives and projects that have been developed over the past year. The NCHIDTA's NCRIC Homeland Security Program was assessed during this period by the Department of Homeland Security and received a score of 100%, ranking it among the top fusion centers in the nation.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of felony cases filed with the District Attorney's Office	319	500	400	500	500
Percent of Gang Intelligence Unit investigations leading to arrest or diversion	91%	60%	70%	60%	60%
Number of cases reviewed annually - investigations	9,979	8,870	9,500	8,870	8,870

Investigations Bureau (3053P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	72.0	74.0	76.0	79.0	3.0	79.0	
Funded FTE	72.0	73.0	76.0	79.0	3.0	79.0	
<b>Total Requirements</b>	18,561,190	19,152,564	21,812,685	22,552,079	739,394	22,792,501	240,422
<b>Total Sources</b>	11,653,156	12,533,749	14,946,815	15,744,433	797,618	15,794,569	50,136
<b>Net County Cost</b>	6,908,034	6,618,815	6,865,870	6,807,646	(58,224)	6,997,932	190,286

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
499,964	558,188	(58,224)	0

2. HIDTA Unclassified Fiscal Office Specialist

The Sheriff's Office HIDTA Intelligence Center is adding one Unclassified Fiscal Office Specialist position. This new position is 100% Grant funded through Federal Homeland Security grant funding in partnership with the City and County of San Francisco through the Bay Area Urban Area Security Initiative. There is no associated Net County Cost for this position.

Total Requirements	Total Sources	Net County Cost	Positions
84,360	84,360	0	1

### 3. Fusion Center Unclassified Senior Information Technology Analyst

The Sheriff's Office Fusion Center is adding one Unclassified Senior IT Analyst position. This new position is 100% Grant funded through Federal Homeland Security grant funding in partnership with the City and County of San Francisco through the Bay Area Urban Area Security Initiative. There is no associated Net County Cost for this position.

Total Requirements	Total Sources	Net County Cost	Positions
139,800	139,800	0	1

### 4. Fusion Center two Unclassified Crime Analysts

The Sheriff's Office Fusion Center is adding two Unclassified Crime Analyst positions. The new positions are 100% Grant funded through Federal Homeland Security grant funding in partnership with the City and County of San Francisco through the Bay Area Urban Area Security Initiative. There is no associated Net County Cost for these positions.

Total Requirements	Total Sources	Net County Cost	Positions
226,200	226,200	0	2

### 5. California Methamphetamine Enforcement Team Narcotics Task Force

Due to loss of Cal-MMET Grant funding, the Sheriff's Office is deleting one vacant Deputy Sheriff position from the Cal-MMET task force. The remaining grant funding is being reallocated to fund overtime costs.

Total Requirements	Total Sources	Net County Cost	Positions
(120,690)	(120,690)	0	(1)

### 6. FY11 Bureau of Justice Assistance Fusion Sharing Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure

Total Requirements	Total Sources	Net County Cost	Positions
(90,240)	(90,240)	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
739,394	797,618	(58,224)	3

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
240,422	50,136	190,286	0

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## Office of Emergency Services (3055P)

### Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Office of Emergency Services**

### Program Outcome Statement

Provide effective Emergency Services to San Mateo County

### Program Results

The Sheriff's Office of Emergency Services and Homeland Security (OES) provides emergency management, law enforcement and fire service support, and search and rescue services. Additionally, OES performs major planned event services, volunteer recruitment and training as well as Homeland Security funding coordination to support public safety efforts. In order to reduce loss of life, injury, and property; OES assists federal, state, and local jurisdictions with terrorism prevention, event mitigation, and disaster preparedness.

OES aggressively seeks Department of Homeland Security grant funds to train, equip, and prepare San Mateo County for all types of hazards. The reduction in available Homeland Security grant funds will be a major challenge in the coming years. To compensate for the possible decline in grant funds, OES will seek ways to maintain services by moving from external contracts to utilizing internal resources.

The OES continues ongoing efforts in planning, training, and exercising all first responder efforts regarding emergencies, incidents, and disasters. OES and the Joint Power Authority partner agencies responded to almost 450 service calls this year for law enforcement, fire, hazardous materials incidents, bomb threats, and search and rescue missions. The Office has been able to respond to 100% of incidents within one hour. The Search and Rescue Unit is on-call seven days a week, twenty-four hours a day. OES has hundreds of trained volunteers who respond to situations involving lost persons as well as water related incidents. OES staff continues to aggressively seek Department of Homeland Security grant funds to equip and prepare San Mateo County for all types of natural and human-made disasters and annually manages several grants valued at almost \$12 million. The Office of Emergency Services also maintains and upgrades the Countywide Emergency Operations Plan (EOP), and educates the community by hosting Annual Emergency Preparedness Day.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of emergency incidents responded to within 1 hour	100%	100%	100%	100%	100%
Number and percent of bomb squad call outs where an explosive or dangerous device is located and disarmed	30 / 40%	54 / 39%	50 / 38%	54 / 39%	54 / 39%
Dollar value saved by use of volunteer force	\$661,827	\$612,000	\$650,000	\$612,000	\$612,000

Office of Emergency Services (3055P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	10.0	10.0	12.0	13.0	1.0	13.0	
Funded FTE	10.0	10.0	12.0	13.0	1.0	13.0	
<b>Total Requirements</b>	11,432,352	7,899,701	15,684,806	13,693,667	(1,991,139)	13,767,905	74,238
<b>Total Sources</b>	9,433,807	4,753,080	13,344,191	11,021,572	(2,322,619)	11,035,295	13,723
<b>Net County Cost</b>	1,998,545	3,146,621	2,340,615	2,672,095	331,480	2,732,610	60,515

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
131,619	(169,861)	301,480	0

2. Unclassified District OES Coordinator

At the recommendation of the "Tsunami Preparedness Assessment Report", the Sheriff's Office is adding one Unclassified District OES Coordinator. As an unclassified version of this classification does not currently exist, we have added a classified District OES Coordinator as a placeholder. The position will be partially funded by the Silicon Valley

Community Foundation, the City of Half Moon Bay, and the San Mateo County Sheriff's Office. The funding of this position is anticipated to be provided for a two-year period beginning October 1, 2013.

Total Requirements	Total Sources	Net County Cost	Positions
120,000	90,000	30,000	1

### 3. FY09 State Homeland Security Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(400,000)	(400,000)	0	0

### 4. FY10 Community Orientated Policing Services (COPS) Technology Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(300,000)	(300,000)	0	0

### 5. FY Urban Area Security Initiatives (UASI) Grant

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(1,542,758)	(1,542,758)	0	0

## TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(1991,139)	(2,322,619)	331,480	1

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
74,238	13,723	60,515	0

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## Maguire Correctional Facility (3101P)

### Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Maguire Correctional Facility**

### Program Outcome Statement

Safely house and care for the county's inmates

### Program Results

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates in a humane and respectful environment. MCF 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.

In FY 2013-14 and FY 2014-15, the Office expects to increasingly feel the effects of the AB-109 State Prisoner Re-alignment. The Maple Street Complex and the Maguire Correctional Facility were not designed for multi-year incarceration, major programming, or accommodating those needing longer term services for this population. Additionally, there will be a need to manage the facility security and operations while taking into consideration the more sophisticated inmate profile due to State Re-alignment. Despite these challenges, the Office will continue to seek creative solutions to ensure there is space available to offer the programming and partnership staff review in preparation for those inmates who will be facing re-entry. In addition, the Office will continue to effectively manage the much-needed replacement jail project to ensure it is a successful facility that reduces recidivism of the San Mateo County inmates, while promoting public safety.

Despite routinely being over the rated inmate capacity by 20% to 40% MCF continues to operate safely and effectively, and has had no serious discrepancies listed in the regular state mandated inspections of the facility. MCF booked over 15,000 inmates this past year, including violent gang members, and assaultive / suicidal inmates, with minimal assaults on staff or other inmates. Correctional staff has strengthened its relationship with Correctional Mental Health staff to address an increase in demand for mental health services. These steps have included an emphasis on developing and adhering to approved Inmate Management Plans to effectively manage and meet the needs of those inmates who require additional supervision and care, resulting in a decrease of violent incidents. MCF hosts several different religious services, and has operated over 20 educational, and substance abuse programs throughout the year. As part of our continuum of care re-entry model, the Release on Own Recognizance Program (ROR) continues to operate effectively with the Probation Department and the Courts, providing data to both agencies for the pre-trial reports for each inmate sent to court for arraignment.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of average daily population classified as gang affiliation	20%	20%	20%	20%	20%
Number of inmate assaults on staff	9	10	10	10	10
Number of persons booked into Custody	15,422	19,000	16,000	19,000	19,000

Maguire Correctional Facility (3101P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	224.0	221.0	221.0	223.0	2.0	225.0	2.0
Funded FTE	224.0	221.0	221.0	222.8	1.8	224.8	2.0
<b>Total Requirements</b>	50,592,148	52,424,593	54,534,213	55,856,539	1,322,326	56,725,571	869,032
<b>Total Sources</b>	12,643,607	13,581,607	13,788,704	14,584,552	795,848	14,710,331	125,779
<b>Net County Cost</b>	37,948,541	38,842,986	40,745,509	41,271,987	526,478	42,015,240	743,253

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
1,082,326	555,848	526,478	0

2. AB109 Lead Case Manager and Case Manager

The Sheriff's Office is adding one Lead Case Manager position and one Case Manager position to monitor inmate cases while in custody. After researching best practices and responding to gaps in current programs and services, and at the recommendation of the National Institute of Corrections and Research Development Associates, the Sheriff's Office will be implementing a case management and continuum of care approach to programming for the realignment population. The addition the two positions in FY 2013-14 provides support, cultivates behavior change, rewards pro-

social behavior, and proposes ideas for re-entry throughout the inmates' time in custody. Both positions will be fully funded using AB109 Realignment funding, there is no Net County Cost associated with these two positions.

Total Requirements	Total Sources	Net County Cost	Positions
240,000	240,000	0	2

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,322,326	795,848	526,478	2

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
627,532	(115,721)	743,253	0

##### 2. AB109 Case Manager's Positions

The Sheriff's Office is adding two Case Manager positions to monitor inmate cases while in custody. After researching best practices and responding to gaps in current programs and services, and at the recommendation of the National Institute of Corrections and Research Development Associates, the Sheriff's Office will be implementing a case management and continuum of care approach to programming for the realignment population. The addition of two case managers in FY 2014-15 provides support, cultivates behavior change, rewards pro-social behavior, and proposes ideas for re-entry throughout the inmates' time in custody. Both positions will be fully funded using AB109 Realignment funding, there is no Net County Cost associated with these two positions.

Total Requirements	Total Sources	Net County Cost	Positions
241,500	241,500	0	2

#### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
869,032	125,779	743,253	2

## Custody Programs (3150P)

### Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Custody Program**

### Program Outcome Statement

Provide rehabilitative services to promote community safety

### Program Results

Custody programs house minimum security-risk male and minimum to high security-risk female inmates in a safe and secure environment; 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. The Program operates three facilities, the Women's Correctional Center (WCC), the Women's Transitional Facility (WTF), and the Men's Transitional Facility (MTF); and three custody alternatives programs, the Sheriff's Work Program, Electronic Monitoring, and Work Furlough. Custody Programs also includes the Jail Planning Unit (JPU), which oversees the jail project from planning to occupancy and represents the project's best interest by overseeing all transition responsibilities including preparing a staffing plan analysis, functional planning, and scenario development. Additionally, the JPU attends all construction meetings and will act as the liaison with the contractor on items supplied, track warranty information, permits, and agency approvals as well as work with the Board of State Community Corrections (BSCC) to ensure compliance.

Custody Programs incorporates several different facets of incarceration and rehabilitation. The WCC houses medium to high risk offenders who are both sentenced and non-sentenced. Currently rated for 84 inmates the facility has an average daily population that exceeds 130%. WCC provides numerous programs and classes such as General Educational Development (GED), Life Skills, Computer Training, Vocabulary, Project Read and Substance abuse counseling. The WTF allows sentenced female inmates to obtain both personal and vocational skills to successfully re-enter society. Male inmates housed at the MTF participate in numerous programs such as TAILS (Transition Animals Into Loving Situations); where inmates learn patience and compassion while preparing dogs for adoption. The Alternative Sentencing Bureau includes Sheriff's Work Program, Work Furlough and Electronic Monitoring. The JPU has been established to plan for the Maple Street Correctional Center (MSCC) project and overcrowding mitigation at our adult correctional facilities. The replacement jail will be located on the 4.85 acre parcel, located in Redwood City at 1300 Maple Street. The MSCC will address the need for transitional and re-entry services that can assist with reducing recidivism and is estimated to be completed by July 2015.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of total inmate population participating in custody alternative programs	30%	30%	30%	30%	30%
Number of community service hours and value of work performed by work crews	237,256 / \$1,898,048	315,000 / \$2,520,000	275,000 / \$2,200,000	315,000 / \$2,520,000	315,000 / \$2,520,000
Number of total assaults at Women's Correctional Center	0	2	0	2	2

Custody Programs (3150P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	41.0	41.0	48.0	51.0	3.0	106.0	55.0
Funded FTE	41.0	41.0	45.0	49.5	4.5	77.0	27.5
<b>Total Requirements</b>	10,932,834	11,223,282	14,084,249	14,585,333	501,084	17,817,116	3,231,783
<b>Total Sources</b>	2,494,462	2,266,726	5,252,963	5,498,113	245,150	8,975,615	3,477,502
<b>Net County Cost</b>	8,438,372	8,956,556	8,831,286	9,087,220	255,934	8,841,501	(245,719)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
231,837	(24,097)	255,934	0

2. Jail Planning Staff

The Sheriff's Office will be adding three additional positions; one Sheriff's Sergeant and two Correctional Officers to the Jail Planning Unit as part of the replacement jail project. All three positions will begin January 2014, and will be fully funded using AB109 Realignment funding.

Total Requirements	Total Sources	Net County Cost	Positions
269,247	269,247	0	3

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
501,084	245,150	255,934	3

**FY 2014-15 Program Funding Adjustments**

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
8,944	(32,401)	41,345	0

**2. COPS JMS Grant**

Budget adjustments have been made to decrease revenue and expenditures due to grant closure.

Total Requirements	Total Sources	Net County Cost	Positions
(1,338,283)	(911,918)	(426,365)	0

**3. Maple Street Correctional Center Staff**

The Sheriff's Office is adding 55 positions, effective January 2015, to staff the Maple Street Correctional Center leading up to its opening in mid-2015, and to assist in the transition from the old Maguire facility.

Total Requirements	Total Sources	Net County Cost	Positions
4,421,821	4,421,821	0	55

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
3,231,783	3,477,502	(245,719)	55

## Court Security and Transportation Services (3158P)

### Program Locator

County

Criminal Justice

Sheriff's Office

▷ **Court Security and Transportation Services**

### Program Outcome Statement

Provide court security, civil enforcement, and the secure transportation of inmates

### Program Results

The Court Security and Transportation Services Program provides security to the Courts, and the secure transportation of inmates to / from court appointments, medical appointments and other county and state correctional facilities. High levels of security are achieved by providing ongoing staff training, ensuring vehicles are escape resistant, and ensuring all deputies are properly equipped. The Program also provides civil court enforcement services to the county. Despite a rising civil enforcement caseload, the unit has maintained a high level of safety and performance.

In the past year, Court Security and Transportation has provided security for 32 courtrooms and five security checkpoints. The Sheriff's Office has developed a Service Level Agreement and has become responsible for the security funding from the State for the first time. The five security checkpoints have been put on a standardized schedule in an effort to stay within budget.

During the past year, the Transportation division transported almost 22,000 inmates throughout the criminal justice system, which equates to an average of 1,274 inmates transported per Deputy assigned to the Transportation Unit. The Unit has been able to ensure the safe and timely transport of inmates with zero incidents or injuries to staff or the public. Court Security Services provides court security and checkpoint security for judicial officers in the county's five courthouses: the Hall of Justice, the Traffic Annex, Central Court, North County Court, and the Youth Services Center. The Civil Enforcement Services performs mandated services such as countywide evictions; possession levies; sales of real and personal property; and service of domestic violence restraining orders, welfare fraud, and some child support warrants. In the last fiscal year, the Sheriff's Office served almost 800 Temporary Restraining Orders (TROs).

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Total number of inmates transported	21,662	25,000	24,000	25,000	25,000
Number of staff/public injuries during transportation details	0	0	0	0	0
Number of Temporary Restraining Orders (TROs) filed	793	825	800	825	825

## Court Security and Transportation Services (3158P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	68.0	67.0	66.0	65.0	(1.0)	65.0	
Funded FTE	68.0	65.0	65.0	65.0		65.0	
<b>Total Requirements</b>	15,782,745	14,968,627	17,005,926	16,749,403	(256,523)	16,990,759	241,356
<b>Total Sources</b>	10,444,902	10,458,725	11,530,648	11,494,921	(35,727)	11,635,803	140,882
<b>Net County Cost</b>	5,337,843	4,509,902	5,475,278	5,254,482	(220,796)	5,354,956	100,474

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs; including adjustments due to the discontinuation of the Probation YSC Security unit.

Total Requirements	Total Sources	Net County Cost	Positions
(255,091)	(34,295)	(220,796)	0

#### 2. Court Security Deputy Sheriff Conversion

The Sheriff's Office is converting two 0.5 FTE Deputy Sheriff positions to one 1.0 FTE Deputy Sheriff position in Court Security. One position is currently vacant, while the other is filled.

Total Requirements	Total Sources	Net County Cost	Positions
(1,432)	(1,432)	0	(1)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

(Only needed if there is more than one funding adjustment)

Total Requirements	Total Sources	Net County Cost	Positions
(256,523)	(35,727)	(220,796)	(1)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and changes in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
241,356	140,882	100,474	0

## Message Switch (1940B)

### Budget Unit Locator

County

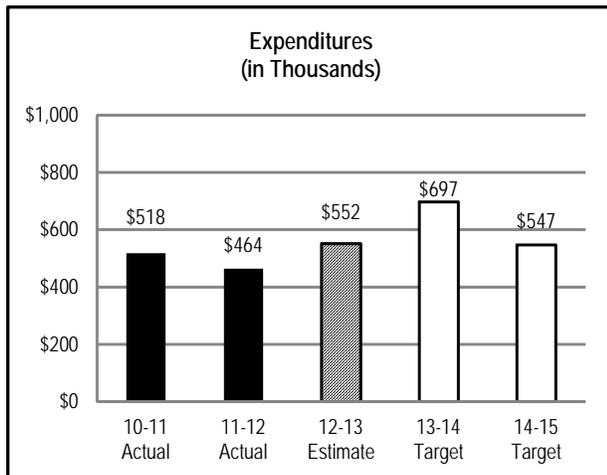
Criminal Justice

▷ **Message Switch**

### Budget Unit Description

The Message Switch System (MSS) provides a message exchange environment utilized by over 30 local, state and federal criminal justice agencies. Using a secure network computing platform, the MSS exchanges criminal justice related information to include, inquiries and law enforcement bulletins. Providing a high availability environment requires a focus on three primary areas: eliminate, to the extent possible, any single points of failure in the MSS design; the use of automated monitoring software to notice MSS support staff of any changes in MSS performance or availability; and the use of web filtering to prevent unauthorized access to the MSS.

The result of this program is minimizing the number of unplanned outages of the MSS. This program has provided 99.5% availability over the last two fiscal years.



### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of unplanned outages	2	1	1	1	1

## Message Switch (1940B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	1,255,523	1,296,710	1,384,856	1,404,083	19,227	1,240,021	(164,062)
Total Sources	1,255,523	1,296,710	1,384,856	1,404,083	19,227	1,240,021	(164,062)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: a decrease in Charges for Services due to the transfer of the Millbrae Police Department's oversight to the Sheriff's Office, which is offset by an increase in Intrafund Transfers; an increase in Fixed Assets for the purchase of network equipment, which is offset by an decrease in Department Reserves; and an increase in Services and Supplies due to the projected increase in PIN warrants, which is offset by a decrease in communications costs and the elimination of the Message Switch training budget.

Total Requirements	Total Sources	Net County Cost	Positions
19,227	19,227	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: a decrease in Fixed Assets associated with the one-time purchase of network equipment in FY 2013-14. This decrease is fully offset by a decrease in Fund Balance and Departmental Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
(164,062)	(164,062)	0	0

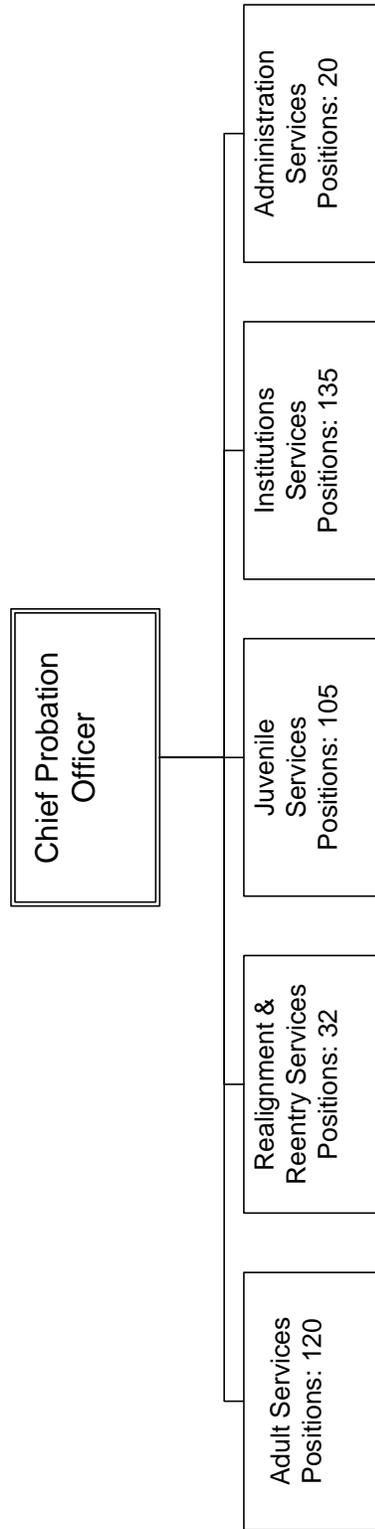
Message Switch (1940B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	586,033	557,931	550,308	529,210	(21,098)	529,210	
Interfund Revenue	1,212	1,680	1,843	3,766	1,923	3,766	
<b>Total Revenue</b>	<b>587,245</b>	<b>559,611</b>	<b>552,151</b>	<b>532,976</b>	<b>(19,175)</b>	<b>532,976</b>	
Fund Balance	668,278	737,099	832,705	871,107	38,402	707,045	(164,062)
<b>TOTAL SOURCES</b>	<b>1,255,523</b>	<b>1,296,710</b>	<b>1,384,856</b>	<b>1,404,083</b>	<b>19,227</b>	<b>1,240,021</b>	<b>(164,062)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	397,097	363,874	450,451	464,449	13,998	464,449	
Other Charges	267,353	268,060	270,928	270,991	63	270,991	
Fixed Assets				150,000	150,000		(150,000)
<b>Gross Appropriations</b>	<b>664,450</b>	<b>631,935</b>	<b>721,379</b>	<b>885,440</b>	<b>164,061</b>	<b>735,440</b>	<b>(150,000)</b>
Intrafund Transfers	(146,026)	(167,929)	(169,228)	(188,402)	(19,174)	(188,402)	
<b>Net Appropriations</b>	<b>518,424</b>	<b>464,006</b>	<b>552,151</b>	<b>697,038</b>	<b>144,887</b>	<b>547,038</b>	<b>(150,000)</b>
Contingencies/Dept Reserves	737,099	832,704	832,705	707,045	(125,660)	692,983	(14,062)
<b>TOTAL REQUIREMENTS</b>	<b>1,255,523</b>	<b>1,296,710</b>	<b>1,384,856</b>	<b>1,404,083</b>	<b>19,227</b>	<b>1,240,021</b>	<b>(164,062)</b>

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# PROBATION DEPARTMENT



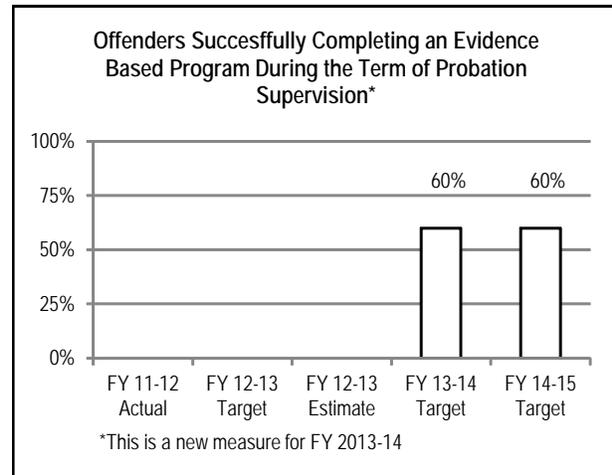
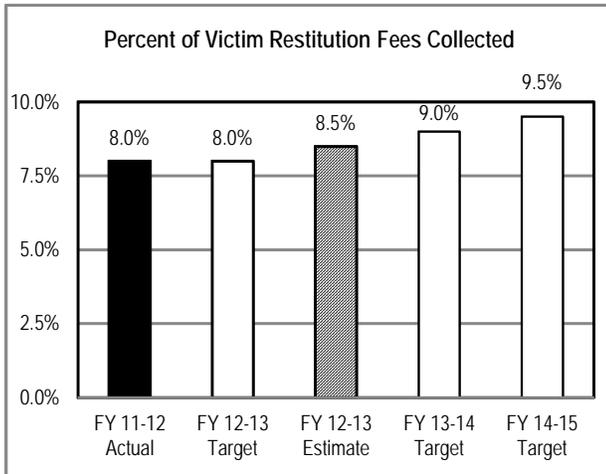
## Department Locator

County

Criminal Justice

▷ Probation Department

## Key Department Measures



## Mission Statement

The mission of the San Mateo County Probation Department is to protect community safety, reduce crime, and assist the victims of crime through offender accountability and rehabilitation.

## Overview

The San Mateo Probation Department is responsible for the supervision of approximately 3,800 adult and 2,000 juvenile probationers and 24-hour supervision, or detention, for up to as many as 270 youth in the Juvenile Hall, Camp Glenwood, and Camp Kemp. The Department also provides services to the Superior Court in the Redwood City Hall of Justice and South San Francisco along with Juvenile Court at the Youth Services Center.

Consistent with all other law enforcement and criminal justice organizations, the primary purpose of probation is the protection of public safety, which is achieved in three specialized ways:

- Investigating major elements of crimes, the impact upon victims, the criminal histories and behavior of offenders, plus possible sentencing alternative and provide this information to the Superior Court in the form of accurate and impartial reports and recommendations.
- Monitoring and supervising those placed on probation to ensure that court ordered "conditions of probation" are obeyed and public safety is maintained
- Providing opportunities for probationers to receive treatment, resources, and services that will prevent future criminal activities

Within the criminal justice system, probation represents the link between the application of appropriate consequences for illegal behavior and the establishment of offenders to productive, law-abiding lives. This specialized criminal justice role often leads to public confusion about what probation is about. Even among law enforcement and social service communities, the role of probation is sometimes misunderstood because it is a successful and cost-effective balance of both enforcement and treatment. Probation Officers are responsible for monitoring probationers in the community by enforcing court-ordered restrictions and providing access to rehabilitation programs as well as promoting victim safety

and restoration. Additionally, Probation Officers provide investigative reports to the Superior Court to aid judges in reaching dispositions. Through probation, the Superior Court can make the best decisions based upon accurate and impartial information. The public is protected from those who might continue to commit probation violations and new crimes. Probationers are provided with the resources, treatment and encouragement necessary to restore themselves as full participants in the community.

One of the major accomplishments in FY 2012-13 is the completion of Phase I of a department wide reorganization. The Department began a major reorganization project in the second half of this fiscal year. The purpose of the reorganization is to organize the department into four major divisions:

- Institutions: Including Juvenile Hall, Camp Glenwood (boys), and Camp Kemp (girls)
- Juvenile: Includes all supervision units, the Assessment Center, placement services, court investigations and Juvenile Traffic Court
- Realignment: This division is responsible for supervision of all parolees released to the county, as well as individuals released from jail after serving county prison sentences. The division is also responsible for all adult re-entry services and specialty court programs.
- Adult: includes all supervision functions of adult probationers not covered by Realignment. This division is also responsible for providing pre-sentence reports to the Superior Court as well as pre-trial services.

FY 2012-13 provided many opportunities for the Department to enhance how to address the needs of supervisees in realignment, re-entry, and collaborative court's. The Department conducted the first joint operation with local law enforcement agencies to support offender compliance with court orders. The Post Release Community Supervision (PRCS) unit was restructured to provide a single point of contact for incoming cases. This enabled better communication between partner agencies and provided consistency for offenders reporting to Probation for the first time. In a collaborative effort with the Sheriff's Office, Correctional Health, and Behavioral Health, the re-entry process was improved by supporting enhanced case management 60 days prior to offenders release from jail. In a collaborative effort with the Courts, the District Attorney, the Private Defender Program, and Behavioral Health, the Department also implemented the County's Veteran's Treatment Court.

Other accomplishments include the implementation of the CAIS risk assessment screening tool for adult investigations; the development and implementation of the Prison Rape Elimination Act (PREA) policy and procedures to comply with Federal Department of Justice mandate, regarding the prevention of sexual assaults in juvenile facilities; and the creation of the Proud Parenting Program funded by a State grant of \$137,000 for young parents between 14 and 25 years of age who are on probation. This program provides comprehensive parenting education, CPR training, education counseling, money management classes, job and career guidance for participants. To date, approximately 36 young parents have entered the program.

Probation will continue to face many challenges and demands in the next two years. Phase II of the department reorganization will be accomplished in FY 2013-14. This phase will include adopting new workload standards and reallocating workload and staff accordingly. The reorganization will also allow the Department to re-prioritize functions and ensure, through reallocation of resources, that priority programs are adequately resourced and workload is distributed equally across the staff. This will require the Department to quantify workload expectations based on the newly adopted workload standards. Although Phase II will be completed in FY 2013-14, it is expected that modification and adjustment of the reorganization will continue over the next two fiscal years.

Camp Kemp, a 30-bed residential girls camp, was closed in June of 2011 as a cost savings measure due to the under utilization of the residential program. Since that time this relatively new facility has sat empty. Upon the closure of the camp – the girls program was moved to the maximum security Juvenile Hall. This move, although cost effective, creates a problem for viable treatment due to the maximum security environment. Juvenile defense attorneys have also questioned the "equal treatment" tenet of the U.S. constitution as it relates to the Department's "approach" to boys

and girls. The boys' Camp Glenwood is located in an open setting in the mountains; a minimum security open facility. For the former facility that housed Camp Kemp to open, an effective, cost neutral program needs to be developed. Planning meetings are now being conducted with stake holders, county partners and probation staff. The goal is to find a viable option to the current camp program that meets the needs of treatment in a cost effective manner. This will require a creative effort that may result in the facility serving multiple programs. It may include a small residential program with a larger non-residential program that would operate during the daytime and evening hours.

A new integrated and comprehensive probation case management system with good reporting functions is being implemented to meet the growing data reporting requirements to track probation program outcomes and performance. The implementation is expected to take about eighteen to twenty-four months. The process of a vendor selection was a minimal challenge given the complex project ahead of implementing a new system, migrating data, testing, training an entire department while simultaneously re-engineering the business process. Once implemented, the new case management system will enhance the department's capability to manage the statutorily mandated function of the Probation clients with a continuum of service from juvenile to adult; manage the Juvenile Traffic Court; have interface capability to provide State and Federal mandated reporting; and the capability of interfacing with County Criminal Justice partners.

Replacing the current Juvenile Hall security system is also a pressing need for the Department. The Juvenile Hall requires consistent operation and reliability in the security system and is currently experiencing intermittent failures and a lack of effective performance in the system. The current system is equipped with outmoded analog cameras, which do not have audio capability with which to adequately monitor the housing units. The system continues to operate, but it has become highly intermittent and unreliable. It is failing for a combination of reasons: aging server PCs, poor placement of devices, and corrupted configuration of the application software. It is critical to replace the current system with an effective new system that can meet the needs of the Department to continuously provide secure custody services for youth in the Juvenile Hall.

Additionally, as a majority of girls booked into our system for committing a crime, are subsequently identified as trauma victims, including commercially sexually exploited children (CSEC) and human trafficking (HT) victim. The Department will identify internal capacity to create positions, which will work exclusively with CSEC and HT victims. Staff in these positions will also work with internal and external stakeholders to develop and implement specific procedures in an effort to provide a comprehensive system of care for CSEC and HT victims in our care.

Other initiatives over the next two years include working with partners to incorporate new treatment modalities that better serve the realignment population; and expanding evidence based (EBP) programs for adult probationers by implementing Moral Recognition Therapy; extending Cognitive Behavioral Training courses; providing refresher training for Probation officers in EBP Motivational Interviewing; and identifying in-house trainers to deliver EBP curriculum to staff.

Probation Department (3200B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	28,124	26,120	30,500	22,100	(8,400)	22,100	
Intergovernmental Revenues	25,840,241	28,945,702	31,906,338	33,878,265	1,971,927	32,519,152	(1,359,113)
Charges for Services	1,562,557	1,415,513	1,427,323	1,340,834	(86,489)	1,340,834	
Miscellaneous Revenue	287,158	299,152	175,775	175,775		175,775	
<b>Total Revenue</b>	<b>27,718,080</b>	<b>30,686,487</b>	<b>33,539,936</b>	<b>35,416,974</b>	<b>1,877,038</b>	<b>34,057,861</b>	<b>(1,359,113)</b>
Fund Balance	526,030	1,331,572	3,068,128	3,063,043	(5,085)	3,063,043	
<b>TOTAL SOURCES</b>	<b>28,244,110</b>	<b>32,018,059</b>	<b>36,608,064</b>	<b>38,480,017</b>	<b>1,871,953</b>	<b>37,120,904</b>	<b>(1,359,113)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	52,727,986	51,262,396	53,151,593	55,124,781	1,973,188	56,396,246	1,271,465
Services and Supplies	22,011,182	19,726,416	23,563,281	23,587,214	23,933	23,931,467	344,253
Other Charges	16,087,326	15,984,643	16,319,608	15,698,904	(620,704)	15,657,330	(41,574)
Fixed Assets		5,206	530,000	2,000,000	1,470,000	526,956	(1,473,044)
<b>Gross Appropriations</b>	<b>90,826,495</b>	<b>86,978,660</b>	<b>93,564,482</b>	<b>96,410,899</b>	<b>2,846,417</b>	<b>96,511,999</b>	<b>101,100</b>
Intrafund Transfers	(18,278,031)	(16,206,773)	(17,739,167)	(18,547,980)	(808,813)	(18,625,464)	(77,484)
<b>Net Appropriations</b>	<b>72,548,464</b>	<b>70,771,887</b>	<b>75,825,315</b>	<b>77,862,919</b>	<b>2,037,604</b>	<b>77,886,535</b>	<b>23,616</b>
Contingencies/Dept Reserves	137,485	352,602	1,352,084	2,412,858	1,060,774	2,276,694	(136,164)
<b>TOTAL REQUIREMENTS</b>	<b>72,685,949</b>	<b>71,124,489</b>	<b>77,177,399</b>	<b>80,275,777</b>	<b>3,098,378</b>	<b>80,163,229</b>	<b>(112,548)</b>
<b>NET COUNTY COST</b>	<b>44,441,839</b>	<b>39,106,431</b>	<b>40,569,335</b>	<b>41,795,760</b>	<b>1,226,425</b>	<b>43,042,325</b>	<b>1,246,565</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	417.0	407.0	408.0	412.0	4.0	412.0	
Funded FTE	405.6	393.0	400.2	399.8	(0.5)	399.8	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$1,871,953 or 5.1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is a decrease of \$8,400 in this funding source due to a reduction in the collection of Juvenile Traffic Fines and Fees.

#### Intergovernmental Revenues

There is a net increase of \$1,971,927 in this funding source due to increases in the Public Safety Sales Tax (Proposition 172) in the amount of \$1,300,000 to fund the new Probation Case Management System; the 2011 Public Safety Realignment Funding (AB 109) in the amount of \$664,835 to cover the projected staff cost increase; the utilization of Juvenile Probation Camp Funding (JPCF) in the amount of \$269,227 and Juvenile Justice Crime Prevention Act (JJCPA) in the amount of \$147,877 based on state allocation. This increase was partially offset by decreases in the State Community Corrections Incentive Funds (SB 678) in the amount of \$479,018; Public Safety Sales Tax (Proposition 172) in the amount of \$450,000 associated with the elimination of the one time active directory migration project; and expiration of the SB 678 federal ARRA grant in the amount of \$148,153.

#### Charges for Services

There is a decrease of \$86,489 in this funding source primarily due to decreases in Juvenile Care and Maintenance Fees and Adult Probationer Supervision Fees.

#### Fund Balance

There is a decrease of \$5,085 in this funding source based on FY 2012-13 year-end projections. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$3,098,378 or 4% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,973,188 in this expenditure category due to negotiated labor increases, merit increases and position additions. A total of three positions were added for the AB 109 public safety realignment program, including one Deputy Probation Officer, one Legal Office Specialist, and one Fiscal Office Specialist to address caseload increase. Additionally, one unclassified Management Analyst III position was added as the Achieve 180 Coordinator.

#### Services and Supplies

There is a net increase of \$23,933 in this expenditure category primarily due to increases in contracted services, mental health evaluation cost for out of custody minors, and one-time assessment for the Juvenile Hall Security System upgrade. This increase was partially offset by the elimination of one-time computer hardware replacement.

#### Other Charges

There is a net decrease of \$620,704 in this expenditure category due to decrease in rent charges of \$991,086. This decrease was partially offset by increase in Information Services automation charges and higher motor vehicle replacement charges.

Fixed Assets

There is a net increase of \$1,470,000 due to the acquisition of a new Probation Case Management System (PCMS), partially offset by the elimination of one time active directory migration project from FY 2012-13.

Intrafund Transfers

There is a net increase of \$808,813 in this expenditure category due to one time funding from non-departmental for the Juvenile Hall Security System assessment and higher reimbursement from program units for departmental administration overhead costs.

Contingencies / Departmental Reserves

There is net increase of \$1,060,774 in this expenditure category due to one time adjustment from the County. The balance in General Fund Reserves represents 3.1% of Net Appropriations, which exceeds the County 2% Reserves policy by \$855,600.

**NET COUNTY COST**

There is an increase of \$1,226,425 or 3.0% in this Department's General Fund allocation.

**FY 2014-15 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$1,359,113 or 3.6% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a decrease of \$1,359,113 in this funding source due to the elimination of one-time funding for the PCMS project.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$112,548 or 0.1% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$1,271,465 in this expenditure category due to negotiated labor increases, merit increases and position additions.

Services and Supplies

There is a net increase of \$344,253 in this expenditure category due to increases in software maintenance cost for the new case management system and internal administrative overhead cost applied charges to program units.

Other Charges

There is a decrease of \$41,574 in this expenditure category due to phone charges.

Fixed Assets

There is a decrease of \$1,473,044 due to the removal of one-time purchase of the probation case management system from FY 2012-13.

Intrafund Transfers

There is a net increase of \$77,484 in this expenditure category due to higher reimbursement from program units to cover internal administration overhead costs. This increase was partially offset by the removal of one-time non-departmental funding for the Juvenile Hall security system assessment from FY 2012-13.

Contingencies / Departmental Reserves

There is net decrease of \$136,164 in this expenditure due to the elimination of the second chance grant for Achieve 180 program. The balance in General Fund Reserves represents 2.9% of Net Appropriations, which exceeds the County 2% Reserves policy by \$718,963.

**NET COUNTY COST**

There is an increase of \$1,246,565 or 2.9% in this Department's General Fund allocation.

## Administrative Services (3211P)

### Program Locator

County

Criminal Justice

Probation Department

▷ **Administrative Services**

### Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative oversight

### Program Results

The primary functions of Administrative Services is to provide staff with the resources necessary to carry out the department's mission and ensure that department operations are both efficient and effective. This is accomplished through department wide direction and administration support in the areas of human resources, fiscal, contracts and purchasing, and information technology.

Budget has been and will continue to be a challenge for the department. The department heavily relies on the County general fund and most of the department's revenues are capped state revenues with designated purposes. It is very important to maximize resources in order to maintain the core services but also meet expanded service needs. Management has made efforts to control costs and slowly built up reserves. Performance evaluations are important for assessing and communicating job performance status to subordinate employees and suggesting needed changes in behavior, attitude, skills or job knowledge. Evaluations are also used as a basis for supervisors to coach and counsel individuals as well as to identify and deal with performance deficiencies. The percentage of performance evaluations completed on time has been increased over the years but is not yet at the countywide average level. Administrative Services oversees department contracts and purchasing process to ensure compliance with county policies.

The Department has critical needs in technology. The desktop computer hardware and Active Directory replacements were successfully completed in FY 2012-13. In the next two years, staff will work with the County Information Services Department (ISD) to complete the implementation of an integrated and comprehensive adult, juvenile, and institutions facility case management system that will greatly improve efficiencies and provide ongoing outcome measurement of probation programs.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent revenue surplus and budget savings of Net Appropriations	3.0%	3.0%	4.0%	3.0%	3.0%
Percent of performance evaluations completed on time	34%	35%	35%	40%	40%
Percent of contracts reviewed in compliance with County policy	---	100%	100%	100%	100%

## Administrative Services (3211P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	21.0	21.0	20.0	20.0		20.0	
Funded FTE	20.7	21.0	19.8	19.8	0.0	19.8	
Total Requirements	502,671	(62,861)	1,209,573	2,263,054	1,053,481	1,063,054	(1,200,000)
Total Sources	444,872	112,131	1,209,573	2,263,054	1,053,481	1,063,054	(1,200,000)
Net County Cost	57,800	(174,992)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and elimination of one-time computer replacement project from FY 2012-13.

Total Requirements	Total Sources	Net County Cost	Positions
761,206	282,538	478,668	0

#### 2. Probation Case Management System

The growing data reporting requirements to track probation program outcomes and performance pose a pressing need to explore a new probation case management system with good reporting functions. Current probation systems do not meet the needs. A vendor was selected in FY 2012-13 through the competitive bid process. It is anticipated that the new integrated and comprehensive case management system will be implemented in eighteen to twenty-four months. This project is fully funded through the Proposition 172 sales tax revenue and savings from the SB 678 state funds.

Total Requirements	Total Sources	Net County Cost	Positions
2,000,000	2,000,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,053,481	1,053,481	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and elimination of one-time purchase of the new Probation Case Management System from FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
(2,000,000)	(2,000,000)	0	0

**2. Probation Case Management System**

The implementation of the new Probation Case Management System will be completed in FY 2014-15. Prop 172 funds and savings from the SB 678 state revenue have been used to fund this project.

Total Requirements	Total Sources	Net County Cost	Positions
800,000	800,000	0	0

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(1,200,000)	(1,200,000)	0	0

## Adult Services (3227P)

### Program Locator

County

Criminal Justice

Probation Department

▷ **Adult Services**

### Program Outcome Statement

Protect the public by enforcing probation conditions and supporting the Court's efforts to impose appropriate sentences

### Program Results

Adult Services has two distinct service areas: Court services and Supervision services. Court services consist of the Investigation units and the Pretrial unit. The two units have the responsibility for providing thorough, timely, and impartial information to the Superior Court. Approximately 2,100 court reports are submitted within 98% of established time frames and 98% of reports do not requiring modifications by the Court. Each year, officers make sentencing and treatment recommendations to Judges. In FY 2013-14 and FY 2014-15, the Department expects the same volume of client investigations and reports and will continue to maintain its past performance of producing high quality output. The Chief Probation Officers of California (CPOC) develop standards for probation that are used to benchmark best practices in the field of community corrections.

Supervision services provides monitoring of approximately 2,600 regular supervised cases and 1,200 administrative banked cases in three field offices throughout the County. Approximately 63% of adults successfully complete probation each fiscal year. The Correctional Assessment and Intervention System (CAIS) is the evidence-based assessment tool used to assess the different levels of supervision based on risk strategies to re-offend.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of adult probationers completing probation without a new sustained law violation					
- SMC Probation	63%	63%	63%	69%	69%
- CPOC	---	---	69%	69%	69%
Percent of reports submitted to the Court within established time frames	98%	95%	98%	95%	95%
Percent of reports not requiring modification by the Court	98%	95%	98%	95%	95%

## Adult Services (3227P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	117.0	115.0	115.0	120.0	5.0	120.0	
Funded FTE	112.5	105.0	113.5	116.7	3.2	116.7	
<b>Total Requirements</b>	17,396,890	19,486,221	19,873,015	19,769,766	(103,249)	20,111,171	341,405
<b>Total Sources</b>	6,373,263	6,082,844	6,677,441	6,098,413	(579,028)	6,098,413	
<b>Net County Cost</b>	11,023,627	13,403,376	13,195,574	13,671,353	475,779	14,012,758	341,405

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: negotiated labor increases; inclusion of merit increases, and increases in retirement contributions and health benefit costs; transfer in five positions from another division due to department reorganization; lower administrative overhead that is allocated to operating programs through internal cost applied charges; and decrease of state SB 678 allocation.

Total Requirements	Total Sources	Net County Cost	Positions
(103,249)	(579,028)	475,779	5

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
341,405	0	341,405	0

---

## Realignment and Reentry (3230P)

### Program Locator

County

    Criminal Justice

        Probation Department

▷       **Realignment and Reentry Services**

### Program Outcome Statement

Reduce recidivism through collaborative efforts in specialized supervision

### Program Results

Realignment and Re-Entry Services serves the AB 109 Realignment population, the county's re-entry efforts, and other specialized probation supervision programs that include the Bridges Program, Pathways, Drug Courts, and the Veteran's Treatment Court. AB 109 Realignment transfers responsibility for supervising inmates convicted of specific low-level crimes and parolees from the state to counties. The key role of Probation under realignment is post-release case management and supervision of these offenders by creating the Post-Release Community Supervision (PRCS) Unit. Included in the PRCS caseload are those released from prison and jail after completing a term for violation of their parole and new, locally sentenced, offenders who are given split sentences referred to as "County Prison" commitments with subsequent Mandatory Supervision. By assessing the risk and needs of offenders, linking them to appropriate services, and monitoring compliance with court conditions, it is anticipated that 180 offenders who received a split sentence will successfully completed mandatory supervision. Re-entry is a county coordinated program through the partnership of many agencies to assist people incarcerated in county jail in re-entering their community upon release. The Bridges Program, Pathways, and Drug Courts are relapse prevention programs. Clients in these programs are referred to one or more community based treatment programs. Of the total number of clients in treatment programs, slightly more-than two-thirds of them successfully complete them in a given reporting period. In conjunction with the Courts, the District Attorney, the Private Defender Program and BHRS, the Division implemented a new, specialized Veteran's Treatment Court.

The Program also oversees the Department's Training Unit and Professional Standards Unit. The Training Unit coordinates State mandated training requirements for sworn staff. The Professional Standards Unit conducts background investigations for purposes of hiring new employees and conducts investigations regarding staff misconduct. Finally, the Division oversees the development and implementation of a new and comprehensive Policy Manual encompassing all aspects of the Department's operations.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of offenders who received a split sentence under 1170(h)PC and successfully completed mandatory supervision	---	---	180	180	180
Number of in-custody offenders who are qualified to be modified into treatment programs are modified and released from jail early	N/A	100	120	120	130
Percent of sworn staff in compliance with state training requirements	100%	100%	100%	100%	100%

### Realignment and Reentry (3230P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	10.0	19.0	23.0	32.0	9.0	32.0	
Funded FTE	10.0	19.0	22.9	31.8	8.9	31.8	
<b>Total Requirements</b>	1,547,337	4,048,815	5,554,683	6,189,166	634,483	6,234,650	45,484
<b>Total Sources</b>	395,453	2,009,762	3,214,684	3,784,740	570,056	3,625,627	(159,113)
<b>Net County Cost</b>	1,151,884	2,039,053	2,339,999	2,404,426	64,427	2,609,023	204,597

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: negotiated labor increases; inclusion of merit increases, and increases in retirement contributions and health benefit costs; and increased reimbursement (Intrafund Transfers) for administrative overhead that is allocated to operating programs through cost applied charges.

Total Requirements	Total Sources	Net County Cost	Positions
20,009	55,693	(35,684)	5

## 2. New Positions for AB 109 Public Safety Realignment

The Public Safety Realignment Act (AB109) transferred the responsibility for supervising inmates convicted of specific low-level crimes and parolees from the state to counties. The Probation Department is designated as the lead agency for post-release case management and supervision of the lower-level offenders. Three new positions including one Deputy Probation Officer, one Legal Office Specialist, and one Fiscal Office Specialist were added to address caseload increase and provide clerical support for the unit. The positions are fully funded by AB 109 Realignment Funds.

Total Requirements	Total Sources	Net County Cost	Positions
454,404	454,404	0	3

## 3. New Position for Achieve 180

One unclassified Management Analyst III has been added to coordinate the County re-entry program (Achieve 180). This position is partially funded by the Second Chance Grant.

Total Requirements	Total Sources	Net County Cost	Positions
160,070	59,959	100,111	1

### Total FY 2013-14 Program Funding Adjustments

Total Requirements	Total Sources	Net County Cost	Positions
634,483	570,056	64,427	9

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and removal of Second Chance Grant for Achieve 180 program.

Total Requirements	Total Sources	Net County Cost	Positions
45,484	(159,113)	204,597	0

## Juvenile Services (3253P)

### Program Locator

County

Criminal Justice

Probation Department

▷ **Juvenile Services**

### Program Outcome Statement

Protect the community and restore victims through youth offender rehabilitation and accountability

### Program Results

Each year, Juvenile Services writes approximately 1,000 reports for the Court with background and recommendations and provides approximately 2,000 justice involved youth with an appropriate level of supervision based on a validated risk assessment tool. Based on court orders and agreed upon treatment plans, youth and their families are referred to appropriate services that support accountability for the crimes committed and strive to keep youth in their homes while providing support for positive change. Through graduated sanctions, up and including returning to Court and incarceration, probation staff provide structure and assure community safety and victim restoration.

On average, approximately 98% of all court reports are submitted by the Court deadline with approximately 1,000 new youth being placed on probation each year. Approximately 80% of youth on probation do not have new sustained law violation while they are on probation and approximately 93% of youth who are at risk for being removed from their homes, are kept at home, which results in better outcomes and fiscal savings for the County. With improved use of the risk assessment tool, Juvenile Services will work to provide an appropriate level of supervision based on risk for re-offending and therefore more efficiently use the resources of the Department while maintaining positive outcome rates.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of juvenile probationers completing probation without new sustained law violations	81%	80%	80%	80%	80%
Percent of juvenile probation reports submitted to court by deadlines set	98%	98%	95%	95%	98%
Percent of youth in the Family Preservation and Wraparound Programs who remain in their homes	92%	92%	92%	92%	92%

## Juvenile Services (3253P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	99.0	97.0	108.0	105.0	(3.0)	105.0	
Funded FTE	96.9	96.0	103.6	99.8	(3.8)	99.8	
<b>Total Requirements</b>	17,148,622	16,402,457	18,419,629	20,697,992	2,278,363	21,010,207	312,215
<b>Total Sources</b>	11,530,542	10,713,149	11,308,965	11,777,994	469,029	11,777,994	
<b>Net County Cost</b>	5,618,080	5,689,308	7,110,664	8,919,998	1,809,334	9,232,213	312,215

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: negotiated labor increases; inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in safety equipment and provider contracts and increased administrative overhead that is allocated to operating programs through cost applied charges; increases in the multi-agency juvenile justice (JJCPA) revenue and Proud Parenting grant. Three positions were transferred out to another division due to departmental re-organization.

Total Requirements	Total Sources	Net County Cost	Positions
2,278,363	469,029	1,809,334	(3)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
312,215	0	312,215	0

## Institutions Services (3283P)

### Program Locator

County

Criminal Justice

Probation Department

▷ **Institutions Services**

### Program Outcome Statement

Ensure Public Safety through institutional care and rehabilitation of youth

### Program Results

Institutions Services operates the 180-bed Youth Services Center (Juvenile Hall), which currently includes the Margaret J. Kemp Camp, G.I.R.L.S. program, 60-bed Camp Glenwood (boy's residential program), and Community Care Program (Weekend Work). The Juvenile Hall provides secure custody services and collaborates with other County departments to provide food, health, mental health, education, and special programs to youth. Camp Glenwood is a residential program that offers boys the opportunity to develop positive behaviors, learn skills, and improve their education in order to have productive, crime-free lives in the communities. In FY 2011-12, the Margaret J. Kemp Camp was relocated to the Juvenile Hall to reduce costs but still maintains most of the gender-responsive rehabilitative services that the girls would have received at the old facility.

In the next two fiscal years, the Institutions Division expects to house approximately 2,000 youth at the Youth Services Center and 80 boys at Camp Glenwood each year. Treatment services continue to be a strong focus at all Probation facilities. In the Community Care Program, youth work on community service projects instead of serving custody time. The program continues to be a successful intervention for youth. The Institutions Division has increased its efforts with the juvenile Re-Entry program, which targets youth who are exiting custody and provides connections with professional cases managers, mentors, or employment opportunities, in an effort to reduce recidivism. It is anticipated that 70% of youth will remain out of custody for six months upon being transitioned from Juvenile Hall into the community.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Average Daily Juvenile Hall Population	135	120	120	120	120
Percent of Youth successfully completing the Community Care Program	93%	94%	94%	94%	94%
Percent of youth remaining out of custody for six months upon being transitioned from Juvenile Hall into the Community	---	---	70%	70%	70%

## Institutions Services (3283P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	170.0	155.0	142.0	135.0	(7.0)	135.0	
Funded FTE	165.5	152.0	140.5	131.6	(8.9)	131.6	
<b>Total Requirements</b>	<b>36,090,428</b>	<b>31,249,858</b>	<b>32,120,499</b>	<b>31,355,799</b>	<b>(764,700)</b>	<b>31,744,147</b>	<b>388,348</b>
<b>Total Sources</b>	<b>9,499,980</b>	<b>13,100,172</b>	<b>14,197,401</b>	<b>14,555,816</b>	<b>358,415</b>	<b>14,555,816</b>	
<b>Net County Cost</b>	<b>26,590,447</b>	<b>18,149,685</b>	<b>17,923,098</b>	<b>16,799,983</b>	<b>(1,123,115)</b>	<b>17,188,331</b>	<b>388,348</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: negotiated labor increases; inclusion of merit increases, and increases in retirement contributions and health benefit costs; transfer of seven positions to another division due to departmental re-organization; lower facility rental charges and debt services payment due to county service charge redesign; and decrease in the state youthful offender block grant.

Total Requirements	Total Sources	Net County Cost	Positions
(767,400)	358,415	(1,123,115)	(7)

#### 2. Juvenile Hall Security System Assessment

The Juvenile Hall requires consistent operation and reliability in the security system and is currently experiencing intermittent failures and a lack of effective performance in the system. The current system is equipped with outmoded analog cameras, which do not have audio capability with which to adequately monitor the housing units. The system continues to operate, but it has become highly intermittent and unreliable. A consultant was selected to assess the functionality of current system and assist with developing a plan to either replace or upgrade the system. This is funded through a one-time non-departmental fund.

Total Requirements	Total Sources	Net County Cost	Positions
42,310	0	42,310	0
(42,310)	0	(42,310)	0

### Total FY 2013-14 Program Funding Adjustments

Total Requirements	Total Sources	Net County Cost	Positions
(764,400)	358,415	(1,123,115)	(7)

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

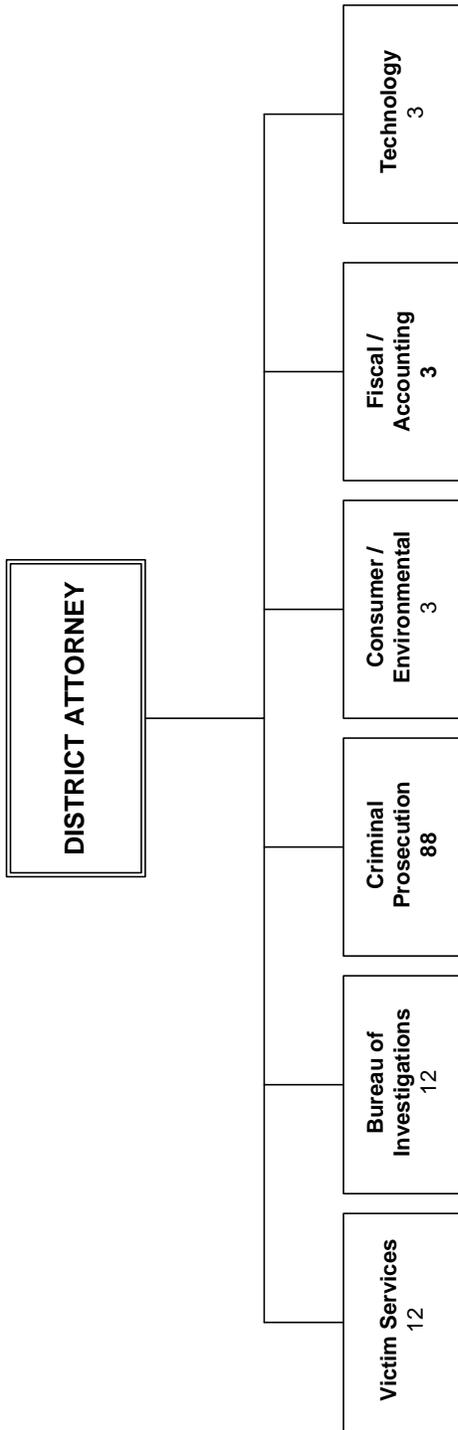
### 3. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: negotiated labor increases; inclusion of merit increases, increases in retirement contributions and health benefit costs; and removal of one-time security system assessment project from FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
388,348	0	388,348	0

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# DISTRICT ATTORNEY



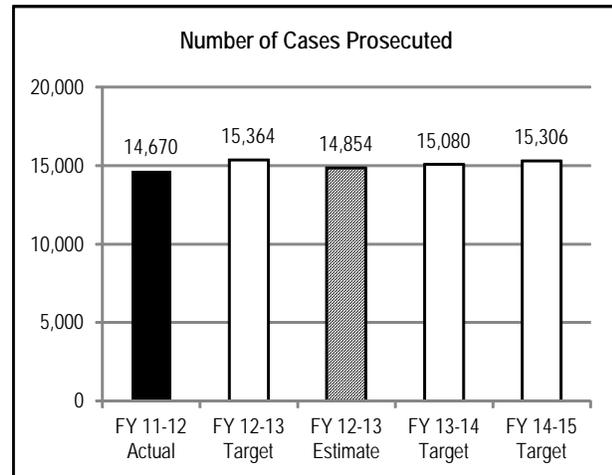
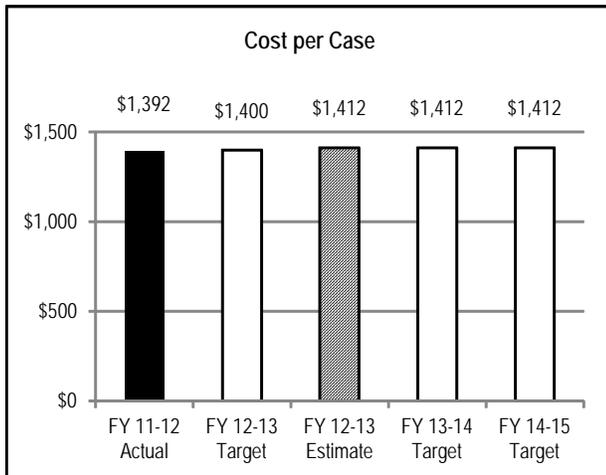
## Department Locator

County

Criminal Justice

▷ **District Attorney's Office**

## Key Performance Measures



## Department Mission Statement

The mission of the District Attorney's Office is the prosecution of adult and juvenile offenders, providing support for victims of crime, enforcement of consumer and environmental laws, provision of legal and investigative support to other law enforcement agencies and dissemination of public information about law enforcement.

## Overview

The District Attorney's Office reviews all requests for prosecution of felonies and misdemeanors in San Mateo County with the goal of holding offenders accountable for their criminal conduct. For those cases in which charges are filed, the District Attorney's Office handles the prosecution in court, provides witness assistance, conducts follow-up investigation, recommends appropriate punishment and seeks full restitution to the victims of the criminal conduct.

There are also several integral units within the Office that provide resources to the community, such as the Environmental and Consumer Protection Unit enforces laws protecting the environment in areas such as the handling, storage and disposal of hazardous waste, underground tanks used to store hazardous materials and air and water pollution. The Inspector's Bureau provides witness relocation, concealment and security in all cases, and most recently in human trafficking cases and gang cases and is responsible for all child abduction investigations that involve visitation; arrest violators, enforcement of child custody orders, and locating, recovering and returning dependent children. The Victim's Services Unit provides services to victims of violent crimes, such as crisis intervention, emergency assistance, resource and referral assistance

## Program Results

The District Attorney's Office reviews all requests for prosecution of felonies and misdemeanor in San Mateo County with the goal of holding offenders accountable for their criminal conduct. For those cases which are filed, the District Attorney's Office handles the prosecution in court, provides victim and witness assistance, conducts follow-up investigation, recommends appropriate punishment and seeks full restitution to the victims of criminal conduct. Presently, there are a number of specialist prosecutors who handle certain complex or serious cases "vertically",

meaning from the filing of the case to its conclusion. Vertical prosecutors handle cases involving homicide, gangs, domestic violence, sexual assault, and insurance fraud.

In the course of seeking justice in criminal cases, the District Attorney's Office collaborates with the Superior Court and other criminal justice partners to obtain, in appropriate cases, alternative sentences for certain offenders in an effort to reduce recidivism and victimization in our community. Some examples of appropriate cases for alternative sentences are U.S. military veterans, persons with mental health issues that underlie their criminal conduct, certain drug offenders, and those who fall within the realignment caseload.

Although there has been a slight decline in the number of cases reviewed and prosecuted from FY2011-2012 to FY 2012-13, based on the number of cases reviewed and filed in the final quarter of FY 2012-13, it appears that there is a slight upward trend. While this could be a natural variance, it is likely that the increase is a result of the 2011 Public Safety Realignment Act. As a result of this act, individuals that were previously repeat offenders are serving much less time in custody and therefore, are being released back into the community. Although the goal of realignment is to supply sufficient services such that recidivism is reduced, not all persons being released are taking advantage of those opportunities and programs. Consequently, some are coming back into the criminal justice system and are returning more quickly in light of shortened sentences.

Beginning July 2013, parole revocation proceedings will be turned over to local communities, rather than being handled at the state level. This means that the San Mateo County District Attorney's Office will be prosecuting parole violations for all persons being released from the California Department of Corrections and Rehabilitation, with the exception of those serving life terms or are high risk sex offenders. The amount of time that an individual can be incarcerated on a parole violation has been substantially reduced to six months in jail, which translates into 90 days of actual time. Therefore, it is likely that these repeat offenders will be back in the criminal justice system more quickly on new offenses if they do not avail themselves of increased services. This may well develop into a further upward trend in the number of cases reviewed and filed in FY 2013-14 and FY 2014-15.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of clients rating victim services as good or better	91%	91%	82%	85%	87%
Number of cases reviewed	24,978	25,142	23,048	23,988	24,928
Number of cases prosecuted	14,754	15,364	14,854	15,080	15,306

District Attorney's Office (2510B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	561,667	424,152	400,000	400,000		400,000	
Intergovernmental Revenues	9,594,367	10,636,329	12,120,175	12,230,346	110,171	12,243,007	12,661
Charges for Services	174,741	3,100					
Miscellaneous Revenue	321,344	305,376	61,420	115,000	53,580	130,000	15,000
<b>Total Revenue</b>	<b>10,652,118</b>	<b>11,368,957</b>	<b>12,581,595</b>	<b>12,745,346</b>	<b>163,751</b>	<b>12,773,007</b>	<b>27,661</b>
Fund Balance	1,571,952	1,652,512	1,226,305	1,284,388	58,083	1,284,388	
<b>TOTAL SOURCES</b>	<b>12,224,070</b>	<b>13,021,469</b>	<b>13,807,900</b>	<b>14,029,734</b>	<b>221,834</b>	<b>14,057,395</b>	<b>27,661</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	21,688,519	21,127,688	23,116,377	23,002,495	(113,882)	23,465,865	463,370
Services and Supplies	912,530	1,113,957	1,344,876	1,364,212	19,336	1,310,712	(53,500)
Other Charges	1,720,142	1,566,722	1,646,232	1,931,088	284,856	1,929,219	(1,869)
<b>Gross Appropriations</b>	<b>24,321,192</b>	<b>23,808,367</b>	<b>26,107,485</b>	<b>26,297,795</b>	<b>190,310</b>	<b>26,705,796</b>	<b>408,001</b>
Intrafund Transfers			(369,030)		369,030		
<b>Net Appropriations</b>	<b>24,321,192</b>	<b>23,808,367</b>	<b>25,738,455</b>	<b>26,297,795</b>	<b>559,340</b>	<b>26,705,796</b>	<b>408,001</b>
Contingencies/Dept Reserves		80,560	276,291	212,731	(63,560)	212,731	
<b>TOTAL REQUIREMENTS</b>	<b>24,321,192</b>	<b>23,888,927</b>	<b>26,014,746</b>	<b>26,510,526</b>	<b>495,780</b>	<b>26,918,527</b>	<b>408,001</b>
<b>NET COUNTY COST</b>	<b>12,097,121</b>	<b>10,867,458</b>	<b>12,206,846</b>	<b>12,480,792</b>	<b>273,946</b>	<b>12,861,132</b>	<b>380,340</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	125.0	118.0	121.0	121.0		121.0	
Funded FTE	122.2	116.0	117.6	118.9	1.3	118.9	

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$221,834 or 2% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$110,171 in this funding source due to an increase of \$125,797 in Prop. 172 funding, an increase of \$23,575 in Realignment Sales Tax funding and an increase of \$45,847 in the Automobile and Worker's Compensation Insurance Fraud grants. This increase was partially offset by a decrease of \$30,048 in grant revenue from the two Victim Service's grants and \$55,000 in our Life and Annuity Insurance Fraud grant.

#### Miscellaneous Revenue

There is a net increase of \$53,580 in this funding source due to increases in discovery fees of \$2,000, miscellaneous reimbursements of \$1,580 and Witness Relocation and Assistance reimbursement of \$50,000.

#### Fund Balance

There is a net increase of \$58,083 in this funding source due to a higher amount of savings than was previously projected. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$495,780 or 2% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$113,882 in this expenditure category due to a decrease of \$36,932 in funding from the Life and Annuity Insurance Fraud Grant and a decrease of \$273,209 in extra help funding. This decrease was partially offset by an increase of \$169,540 in the cost of funding three (3) Realignment positions for a full fiscal year instead of half a year.

#### Services and Supplies

There is a net increase of \$19,336 in this expenditure category due to an anticipated increase in computer and Information Technology to support the acquisition of a case management system. This increase was partially offset by reductions in other expenditure categories in order to meet budget targets.

#### Other Charges

There is a net increase of \$284,856 in this expenditure category due to increases in Facility Rental Charges of \$268,132 and \$27,303 in Information Technology charges. This increase was partially offset by a decrease of \$9,493 in General Liability and \$11,928 in Telephone Charges; the balance of the changes are adjustments to meet budget targets.

#### Intrafund Transfers

There is a decrease of \$369,030 in this expenditure category due to the completion of a department wide scanning project that was funded through the San Mateo County Saves committee.

#### Contingencies / Departmental Reserves

There is net decrease of \$63,560 in this expenditure category due to a projected decrease in Fund Balance. The balance in General Fund Reserves represents .08% of Net Appropriations, which does not meet the County 2% Reserves policy by \$313,225. There are no changes to Non-General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$273,946 or 2.2% in this Department's General Fund allocation.

**FY 2014-15 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$27,661 or.2% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is a net increase of \$12,661 in this funding source due to an \$8,407 increase in Realignment Sales Tax revenue and a \$4,254 increase in Proposition 172 revenue that is needed to cover increases in salary and benefits.

Miscellaneous Revenue

There is a increase of \$15,000 in this funding source due to an anticipated increase in the amount of reimbursement that is expected from the Witness Relocation and Assistance program.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$408,001 or 2% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$463,370 in this expenditure category due to an increase of \$271,522 in merit increases and \$191,848 in benefit costs. This increase was partially offset by a reduction of \$6,501 in extra help salaries.

Services and Supplies

There is a net decrease of \$53,500 in this expenditure category due to a reduction in Witness and Interpreter Fees and Professional Contract Services. The balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net decrease of \$1,869 in this expenditure category due to a reduction of \$21,071 in our Telephone and Information Technology charges. This decrease was partially offset by an increase of \$15,709 in Facility Rental Charges. The balance of the changes are adjustments to meet budget targets.

**NET COUNTY COST**

There is an increase of \$380,340 or 3% in this Department's General Fund allocation.

## District Attorney's Office (2510B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	125.0	118.0	121.0	121.0		121.0	
Funded FTE	122.2	116.0	117.6	118.9	1.3	118.9	
<b>Total Requirements</b>	<b>24,321,192</b>	<b>23,888,927</b>	<b>26,014,746</b>	<b>26,510,526</b>	<b>495,780</b>	<b>26,918,527</b>	<b>408,001</b>
<b>Total Sources</b>	<b>12,224,070</b>	<b>13,021,469</b>	<b>13,807,900</b>	<b>14,029,734</b>	<b>221,834</b>	<b>14,057,395</b>	<b>27,661</b>
<b>Net County Cost</b>	<b>12,097,121</b>	<b>10,867,458</b>	<b>12,206,846</b>	<b>12,480,792</b>	<b>273,946</b>	<b>12,861,132</b>	<b>380,340</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and a reduction in extra help positions.

Total Requirements	Total Sources	Net County Cost	Positions
495,780	221,834	273,946	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
408,001	27,661	380,340	0

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## Private Defender Program (2800B)

### Budget Unit Locator

County

Criminal Justice

▷ **Private Defender Program**

### Budget Unit Description

In accordance with constitutional requirements and state statutes, the Private Defender Program provides competent legal representation to individuals determined to be indigent by the Court. Services are provided through a contract with the San Mateo County Bar Association.

The San Mateo County Bar Association's Private Defender Program has been providing legal representation to the indigent in San Mateo County for 42 years. Currently, there are 116 lawyers on the PDP panel, of which, more than half have over 15 years of criminal and / or juvenile law experience.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of criminal arraignments, both limited and general jurisdiction	---	15,470	16,538	16,900	16,900
Number of client complaints:					
- Relationship issues	---	80	80	90	90
- Performance issues	---	10	10	14	14

### Private Defender Program (2800B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	16,510,529	16,510,510	16,921,755	17,255,048	333,293	17,513,277	258,229
Total Sources	1,013,936	979,344	950,000	949,982	(18)	949,982	
Net County Cost	15,496,594	15,531,167	15,971,755	16,305,066	333,311	16,563,295	258,229

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: Private Defender fees and county facility rental charges has decreased due to less than projected collections and service charge redesign. The decrease is offset by an increase in Interfund Revenue collected by the Superior Court and an increase in debt service charges.

Total Requirements	Total Sources	Net County Cost	Positions
(3,912)	(18)	(3,894)	0

### 2. Private Defender Program Negotiated Contract Increase

A new two year agreement was entered into on July 1, 2013 and provides for a 2% increase in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
337,205	0	337,205	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
333,293	(18)	333,311	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: An increase in county facility rental charges and facilities surcharge.

Total Requirements	Total Sources	Net County Cost	Positions
266	0	266	0

### 2. Private Defender Program Negotiated Contract Increase

A new two year agreement was entered into on July 1, 2013 and provides for a 1.5% increase in FY 2014-15.

Total Requirements	Total Sources	Net County Cost	Positions
257,963	0	257,963	0

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**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
258,229	0	259,229	0

Private Defender Program (2800B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	677,724	644,198	650,000	629,982	(20,018)	629,982	
Interfund Revenue	336,212	335,146	300,000	320,000	20,000	320,000	
<b>TOTAL SOURCES</b>	<b>1,013,936</b>	<b>979,344</b>	<b>950,000</b>	<b>949,982</b>	<b>(18)</b>	<b>949,982</b>	
<b>REQUIREMENTS</b>							
Services and Supplies	16,449,046	16,449,046	16,860,272	17,197,477	337,205	17,455,440	257,963
Other Charges	61,483	61,464	61,483	57,571	(3,912)	57,837	266
<b>TOTAL REQUIREMENTS</b>	<b>16,510,529</b>	<b>16,510,510</b>	<b>16,921,755</b>	<b>17,255,048</b>	<b>333,293</b>	<b>17,513,277</b>	<b>258,229</b>
<b>NET COUNTY COST</b>	<b>15,496,594</b>	<b>15,531,167</b>	<b>15,971,755</b>	<b>16,305,066</b>	<b>333,311</b>	<b>16,563,295</b>	<b>258,229</b>

## County Support of the Courts (2700B)

### Budget Unit Locator

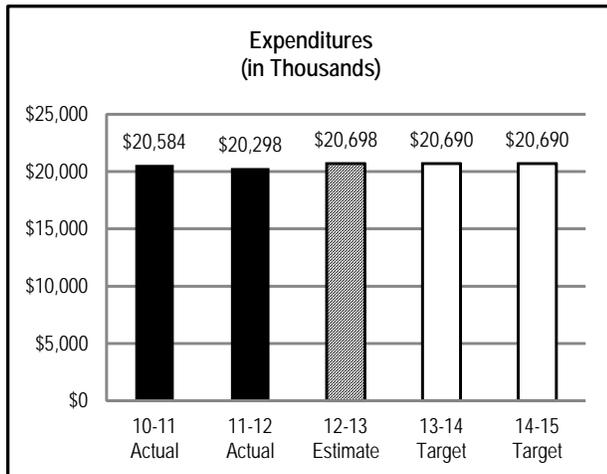
County

Criminal Justice

▷ County Support of the Courts

### 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 mandated Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operations, including County Facility Payments for court facilities transferred to the State in FY 2008-09, 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 services to be performed by the County for the Courts.



### County Support of the Courts (2700B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	20,584,973	20,298,054	20,698,165	20,690,765	(7,400)	20,690,765	
Total Sources	11,049,919	9,893,977	9,958,034	9,950,634	(7,400)	9,950,634	
Net County Cost	9,535,054	10,404,076	10,740,131	10,740,131		10,740,131	

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: Fine and Forfeiture revenues and charges for service have been reduced due to administrative assessments, the sale to or possession of tobacco products by a minor, and the transfer of court facilities from the County to the State in FY 2008-09. Decreases are fully offset by an increase in Document Recording Fees that accrue to this budget unit pursuant to the Trial Court Funding Act due to a slight increase in the housing market activity.

Total Requirements	Total Sources	Net County Cost	Positions
(7,400)	(7,400)	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: Salary and Benefits have been increased to cover additional judicial benefits that are charged to this budget unit. The increase is fully offset by a reduction in Services and Supplies and Other Charges.

Total Requirements	Total Sources	Net County Cost	Positions
20,948	0	20,948	0
(20,948)	0	(20,948)	0

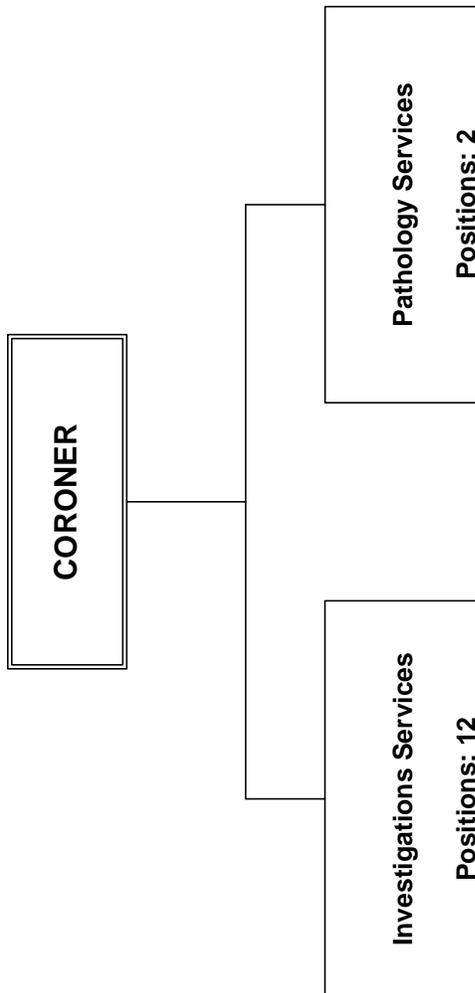
County Support of the Courts (2700B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	8,008,212	6,937,341	7,012,000	6,935,700	(76,300)	6,935,700	
Charges for Services	2,171,683	2,014,941	2,017,000	2,048,100	31,100	2,048,100	
Miscellaneous Revenue	870,025	941,696	929,034	966,834	37,800	966,834	
<b>TOTAL SOURCES</b>	<b>11,049,919</b>	<b>9,893,977</b>	<b>9,958,034</b>	<b>9,950,634</b>	<b>(7,400)</b>	<b>9,950,634</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	454,545	455,431	465,000	485,000	20,000	505,000	20,000
Services and Supplies	1,010,140	725,589	1,130,000	1,105,000	(25,000)	1,084,052	(20,948)
Other Charges	19,120,288	19,117,034	19,103,165	19,100,765	(2,400)	19,101,713	948
<b>TOTAL REQUIREMENTS</b>	<b>20,584,973</b>	<b>20,298,054</b>	<b>20,698,165</b>	<b>20,690,765</b>	<b>(7,400)</b>	<b>20,690,765</b>	
<b>NET COUNTY COST</b>	<b>9,535,054</b>	<b>10,404,076</b>	<b>10,740,131</b>	<b>10,740,131</b>		<b>10,740,131</b>	

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# CORONER'S OFFICE



## Coroner's Office (3300B)

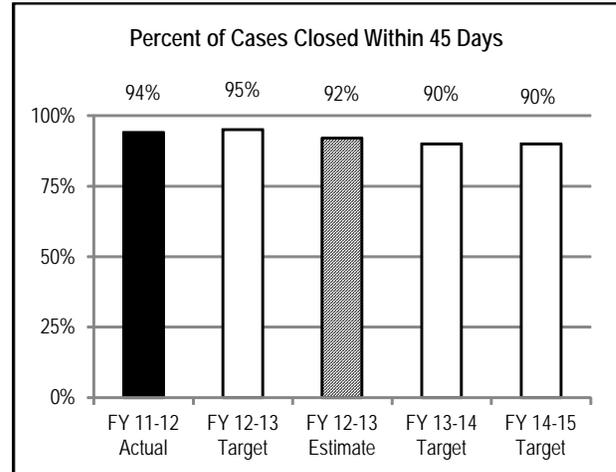
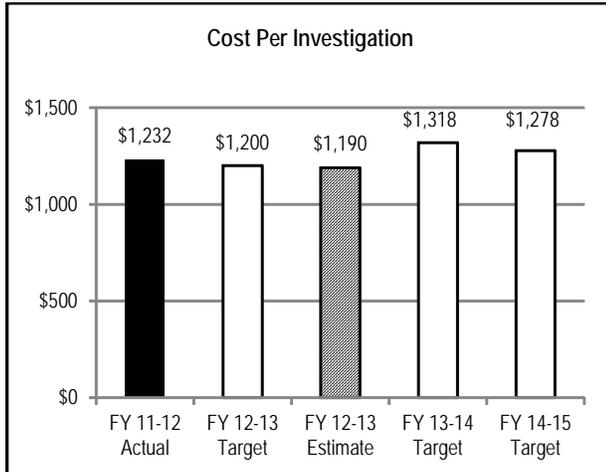
## Department Locator

County

Criminal Justice

▷ Coroner's Office

## Key Department Measures



## Mission Statement

To serve the residents of San Mateo County by providing prompt independent investigations to determine the cause and manner of death of decedents under the Coroner's jurisdiction. Provide high quality service in a courteous manner balancing the needs to those we serve with the Coroner's legal requirement.

## Overview

The Coroner's Office responds to calls for service, investigates and determines the circumstances and manner of all violent, sudden, or unnatural deaths in San Mateo County. The Coroner's Office must establish whether or not a death was due to natural or unnatural causes. The Office receives and investigates approximately 3,400 death reports annually, 15% of those reports require further inquiry. With the cooperation of law enforcement agencies, medical personnel, funeral homes, and families; Deputy Coroners conduct thorough investigations into a death. The Deputy Coroners also provide families with information regarding funeral arrangements, obtaining death certificates, and recovering personnel property. The Coroner's Office contracts for forensic pathologists, body removal and toxicology services

In FY 2012-13, the Coroner's Office had several major accomplishments that included: certifying one Deputy Coroner that completed the advance Nationwide Death Investigation training conducted by the Office of the Chief Medical Examiner of New York City; certifying one Deputy Coroner in the advanced Fire Death Investigation course; purchasing a power cot and loader for the Coroner's duty van to assist in body removals on scene and increase employee safety; transitioning finance and accounting support to the County Manager's Office in line with the county's Shared Service initiative; and identifying a cold case through DNA testing that provided closure to the decedents next of kin.

Additionally, the Coroner's Office has established a multi-year plan for organizational changes and cost savings to provide mandated services and reduce the department's structural deficit. The Department's initiatives for FY 2013-14 and FY 2014-15 will be to implement phase three of the plan that will continue to improve efficiencies by consolidating

support staff functions and reviewing current contracts for potential cost savings. Employees will continue to be trained to conduct work currently being handled by contractors as part of the Office's efficiency initiative. It is anticipated that these changes will be reflected in the customer service satisfaction surveys completed by family members.

Due to staffing challenges, the department has been able to maintain the current number of participants in the Save-A-Life and Every 15 Minute programs. These programs are designed to expose youth to reckless behavior and try to prevent accidental deaths, which can help change a person's life and everyday decisions. It is the hope that, once the staffing situation improves, the department can increase the number of participants in these programs. The department will measure success by increasing the number of participants and the potential decrease in reckless actions that could lead to criminal behavior.

### Program Results

The Coroner's Office continues to close 93% of cases within 45 days. Timeliness in assisting families through this difficult process remains a high priority. The Office has policies in place that allow for remains to be released within 24-36 hours from the time of the initial call for service.

The Coroner's Office has maintained excellent customer services as indicated in the customer survey responses. An overall customer satisfaction rating exceeding 90% has been achieved by maintaining turnaround time on cases; keeping the family's needs in mind; notifying families when the cause of death may be genetic; and identifying unknown deceased persons.

In FY 2012-13, the Deputy Coroners will be handling entire cases from start to finish and the Office will be increasing staff during peak hours to improve customer service results and continue to close cases within 45 days.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Cost per investigation	\$1,232	\$1,200	\$1,190	\$1,318	\$1,278
Percent of cases closed within 45 days	94%	95%	92%	90%	90%
Percent of survey respondents rating services good or better	99%	90%	99%	90%	90%

Coroner's Office (3300B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	10,952	11,439	11,215	11,500	285	11,500	
Intergovernmental Revenues	393,713	450,713	458,860	458,860		458,860	
Charges for Services	337,394	257,359	270,000	255,000	(15,000)	255,000	
Miscellaneous Revenue	29,875	23,855	7,138	7,138		7,138	
<b>Total Revenue</b>	<b>771,934</b>	<b>743,366</b>	<b>747,213</b>	<b>732,498</b>	<b>(14,715)</b>	<b>732,498</b>	
Fund Balance	662,637	662,637	546,370	368,230	(178,140)	266,792	(101,438)
<b>TOTAL SOURCES</b>	<b>1,434,571</b>	<b>1,406,003</b>	<b>1,293,583</b>	<b>1,100,728</b>	<b>(192,855)</b>	<b>999,290</b>	<b>(101,438)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,816,623	1,754,038	1,840,971	1,870,328	29,357	1,799,055	(71,273)
Services and Supplies	613,896	586,244	730,719	689,657	(41,062)	689,657	
Other Charges	288,661	286,267	340,901	406,085	65,184	324,858	(81,227)
<b>Net Appropriations</b>	<b>2,719,180</b>	<b>2,626,548</b>	<b>2,912,591</b>	<b>2,966,070</b>	<b>53,479</b>	<b>2,813,570</b>	<b>(152,500)</b>
Contingencies/Dept Reserves	384,141	362,297	165,452	65,355	(100,097)	126,264	60,909
<b>TOTAL REQUIREMENTS</b>	<b>3,103,321</b>	<b>2,988,845</b>	<b>3,078,043</b>	<b>3,031,425</b>	<b>(46,618)</b>	<b>2,939,834</b>	<b>(91,591)</b>
<b>NET COUNTY COST</b>	<b>1,668,750</b>	<b>1,582,842</b>	<b>1,784,460</b>	<b>1,930,697</b>	<b>146,237</b>	<b>1,940,544</b>	<b>9,847</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	15.0	14.0	14.0	14.0		13.0	(1.0)
Funded FTE	14.7	14.0	14.0	13.9	(0.1)	12.9	(1.0)

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$192,855 or 14.9% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Licenses, Permits, and Franchises

There is an increase of \$285 in this funding source due to an increase in the collection of death certificate filing fees.

#### Charges for Services

There is a decrease of \$15,000 in this funding source primarily due to a decrease in the amount of fees collected for body removal.

#### Fund Balance

There is a decrease of \$178,140 in this funding source due to the change in the county's Fund Balance policy from the 75/25 split to the 50/50 split.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$46,618 or 1.5% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$29,357 in this expenditure category due to increases in retirement, benefit, and Workers Compensation costs in the amount of \$53,082. This increase was partially offset by a decrease in miscellaneous expenditures in the amount of \$23,725.

#### Services and Supplies

There is a net decrease of \$41,062 in this expenditure category. This decrease is primarily due to a reduction in safety equipment in the amount of \$41,000; a reduction in computer equipment rental in the amount of \$8,000; a reduction in the body removal contract of \$5,000; and a reduction other operating expenditures in the amount of \$10,062. This decrease was partially offset by an increase in computer equipment costs of \$3,000 and an increase in interagency agreements of \$20,000.

#### Other Charges

There is a net increase of \$65,184 in this expenditure category. This increase is primarily due to the replacement radio project in the amount of \$77,754 and an increase in county facility rental charges and facility surcharges in the amount of \$18,705. This increase is partially offset by a reduction in ISD services charges in the amount of \$22,474 and a decrease in auto liability insurance and Human Resources services and countywide security services charges in the amount of \$8,801.

#### Contingencies / Departmental Reserves

There is a net decrease of \$100,097 in this expenditure category due to the purchase of new radios as part of the San Mateo Interoperable Radio Communications (SMIRC) project and the transfer of 25% of Reserves to the General Fund in order to pay down a portion of the county's unfunded liability in the SamCERA retirement fund. The balance in General Fund Reserves represents 2.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$6,034.

**NET COUNTY COST**

There is a net increase of \$146,237, or 8.1% in this Department's General Fund allocation primarily reflecting an increase in negotiated labor costs that include retirement and medical increases and an increase to cover the Department's structural deficit.

**FY 2014-15 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$101,438 or 9.2% from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget due to the following changes:

Fund Balance

There is a decrease of 101,438 in this funding source due to the county's Fund Balance policy where Department's get to keep 50% of Fund Balance at year-end.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$91,591 or 3% from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$71,273 in this expenditure category due the elimination of an Office Assistant position in the amount of \$82,481. This decrease is partially offset by negotiated labor costs and merit increases in the amount of \$11,208.

Other Charges

There is a net decrease of \$81,227 in this expenditure category due to the elimination of one-time purchase of radios in the amount of \$77,754 and a reduction in ISD telephone and automation charges in the amount of \$6,168. This decrease is partially offset by an increase in county facility rental charges in the amount of \$2,695.

Contingencies / Departmental Reserves

There is an increase of \$60,909 in this expenditure category primarily due to the elimination of one filled position. The balance in General Fund Reserves represents 4.5% of Net Appropriations, which exceeds the County 2% Reserves policy by \$69,993.

**NET COUNTY COST**

There is an increase of \$9,847 or 0.5% in this Department's General Fund allocation primarily reflecting an increase in labor costs associated with retirement and medical.

Coroner's Office (3300B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	15.0	14.0	14.0	14.0		13.0	(1.0)
Funded FTE	14.7	14.0	14.0	13.9	(0.1)	12.9	(1.0)
<b>Total Requirements</b>	<b>3,103,321</b>	<b>2,988,845</b>	<b>3,078,043</b>	<b>3,031,425</b>	<b>(46,618)</b>	<b>2,939,834</b>	<b>(91,591)</b>
<b>Total Sources</b>	<b>1,434,571</b>	<b>1,406,003</b>	<b>1,293,583</b>	<b>1,100,728</b>	<b>(192,855)</b>	<b>999,290</b>	<b>(101,438)</b>
<b>Net County Cost</b>	<b>1,668,750</b>	<b>1,582,842</b>	<b>1,784,460</b>	<b>1,930,697</b>	<b>146,237</b>	<b>1,940,544</b>	<b>9,847</b>

**FY 2013-14 Program Funding Adjustments**

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and increases in retirement contributions and health benefit costs. Fund Balance and Reserves have been reduced in line with the new Fund Balance policy and one time transfer of Reserves to the General Fund to contribute to paying down the unfunded liability in the SamCERA retirement fund.

Total Requirements	Total Sources	Net County Cost	Positions
(46,618)	(192,855)	146,237	0

**2. First Responder Radio Equipment**

In 2007, the County began the implementation of the San Mateo Interoperable Radio Communications (SMIRC) project. This project involves the development of a 700 Megahertz P25 radio system, which is a standards based architecture developed specifically for public safety. In order to utilize the functionality of the new radio system, the Office will need to purchase new radios that operate within the 700 Megahertz spectrum. To fund the purchase of the radios, the Office will be using Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
77,754	0	77,754	0
(77,754)	0	(77,754)	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(46,618)	(192,855)	146,237	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and increases in retirement contributions and health benefit costs. Fund Balance has been reduced in line with the new Fund Balance policy and the one-time purchase of new radios for the SMIRC project has been removed.

Total Requirements	Total Sources	Net County Cost	Positions
(9,110)	(101,438)	92,328	0

### 2. Eliminate Office Assistant Position

As part of a multi-year strategy to streamline operations and to improve efficiencies, one filled Office Assistant position will be eliminated. The assigned duties will be absorbed by the current support staff and will not affect the overall operation of the office.

Total Requirements	Total Sources	Net County Cost	Positions
(82,841)	0	(82,481)	(1)

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(91,591)	(101,438)	9,847	(1)



## HEALTH SERVICES

County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and Program Summaries

Glossary of Budget Terms

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 **RECOMMENDED BUDGET**





## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

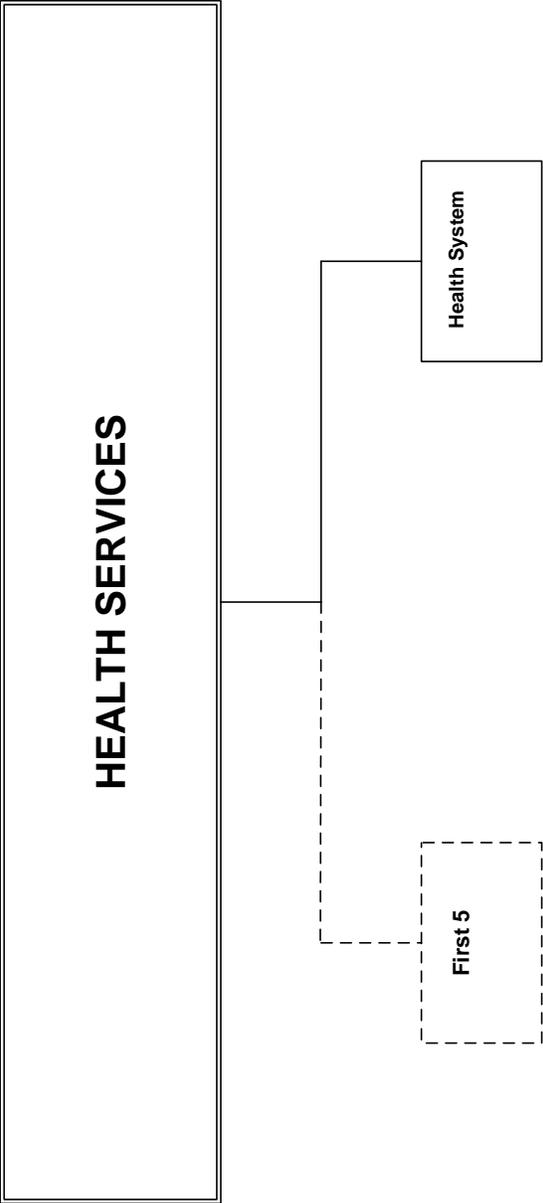
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

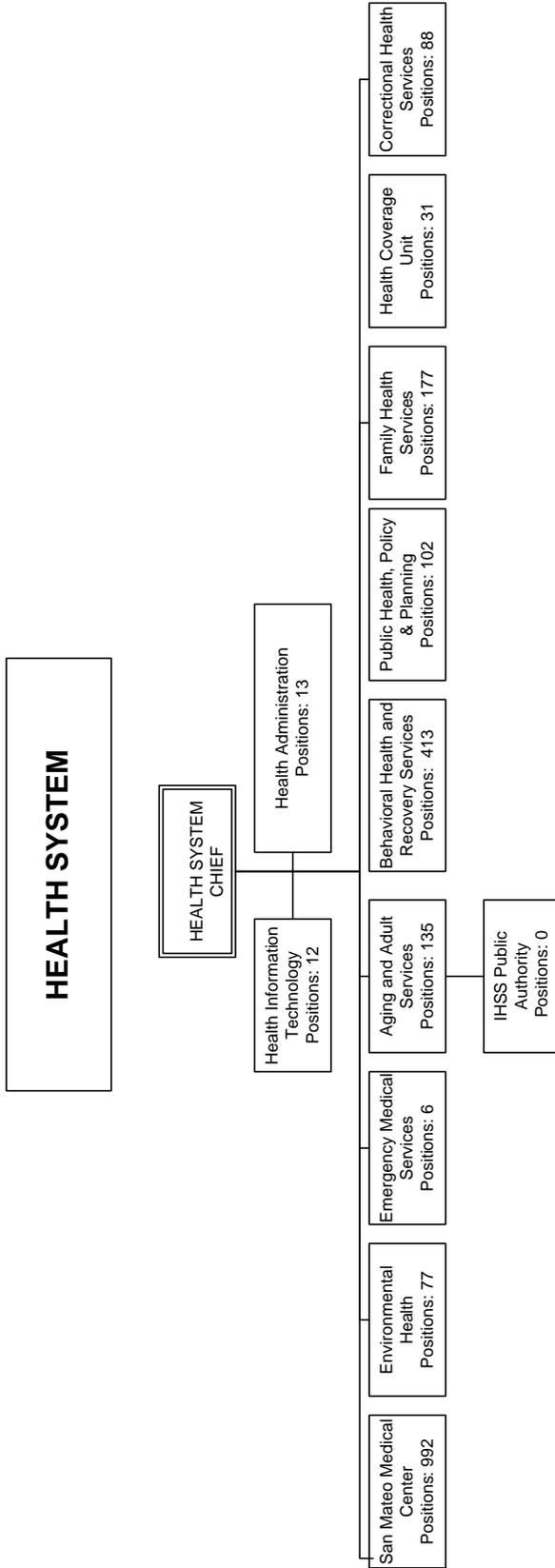
Treating people with  
respect and dignity





## Health Services FY 2013-14 and 2014-15 All Funds Summary

Total Requirements	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>General Fund Budgets</b>							
Health Administration	683,615	1,872,252	2,420,551	8,741,761	6,321,210	8,548,274	(193,487)
Health Coverage Unit	7,420,090	7,886,869	8,195,650	7,697,865	(497,785)	6,942,566	(755,299)
Public Health, Policy and Planning	25,942,747	25,024,565	25,991,363	25,010,692	(980,671)	25,605,265	594,573
Health IT				1,996,348	1,996,348	2,094,544	98,196
Emergency Medical Services GF	4,918,302	5,060,366	5,414,305	5,543,706	129,401	5,672,876	129,170
Aging and Adult Services	21,795,789	21,019,972	22,996,668	23,691,426	694,758	23,807,620	116,194
IHSS Public Authority GF	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	
Environmental Health Services	15,001,483	15,308,394	16,081,744	14,778,269	(1,303,475)	14,571,029	(207,240)
Behavioral Health and Recovery Services	126,310,552	129,131,429	132,294,809	133,593,022	1,298,213	135,610,422	2,017,400
Family Health Services	25,975,411	25,824,792	27,114,735	28,010,418	895,683	28,160,221	149,803
Correctional Health Services	9,640,414	8,757,891	10,083,722	10,509,025	425,303	10,463,848	(45,177)
Contributions to Medical Center	64,453,813	57,980,977	77,570,176	65,259,592	(12,310,584)	66,528,553	1,268,961
<b>Total General Fund</b>	<b>306,629,740</b>	<b>301,569,814</b>	<b>331,866,029</b>	<b>328,534,430</b>	<b>(3,331,599)</b>	<b>331,707,524</b>	<b>3,173,094</b>
<b>Non-General Fund Budgets</b>							
Emergency Medical Services Fund	5,378,448	5,489,547	5,324,790	5,523,898	199,108	5,278,194	(245,704)
IHSS Public Authority	16,176,329	16,126,148	19,221,069	18,404,358	(816,711)	19,167,067	762,709
San Mateo Medical Center	267,399,276	264,763,379	257,155,002	263,726,700	6,571,698	257,921,630	(5,805,070)
<b>Total Non-General Fund</b>	<b>327,086,140</b>	<b>320,121,426</b>	<b>312,053,872</b>	<b>314,793,187</b>	<b>2,739,315</b>	<b>309,505,122</b>	<b>(5,288,065)</b>
<b>Total Requirements</b>	<b>633,715,880</b>	<b>621,691,240</b>	<b>643,919,901</b>	<b>643,327,617</b>	<b>(592,284)</b>	<b>641,212,646</b>	<b>(2,114,971)</b>
<b>Total Sources</b>	<b>536,774,926</b>	<b>531,929,945</b>	<b>529,170,015</b>	<b>541,809,968</b>	<b>12,639,953</b>	<b>534,165,035</b>	<b>(7,644,933)</b>
<b>Net County Cost</b>	<b>96,940,954</b>	<b>89,761,295</b>	<b>114,749,886</b>	<b>101,517,649</b>	<b>(13,232,237)</b>	<b>107,047,611</b>	<b>5,529,962</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	2,249.0	2,172.0	1,980.0	2,046.0	66.0	2,049.0	3.0
Funded FTE	2,094.2	2,047.4	1,874.8	1,942.2	67.5	1,948.4	6.1
<b>Information Only:</b>							
First 5 San Mateo County	38,132,086	33,742,352	30,353,011	27,138,231	(3,214,780)	27,138,231	



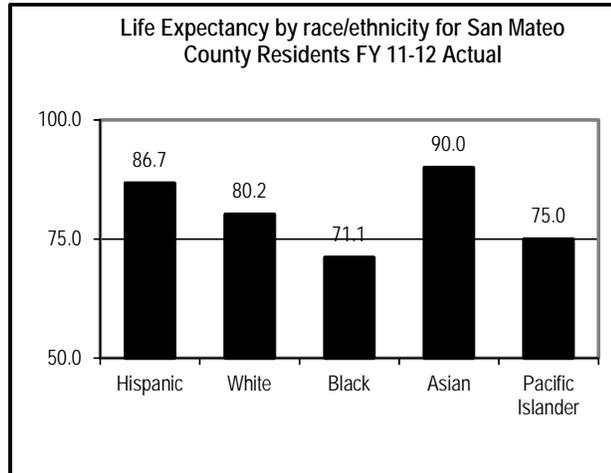
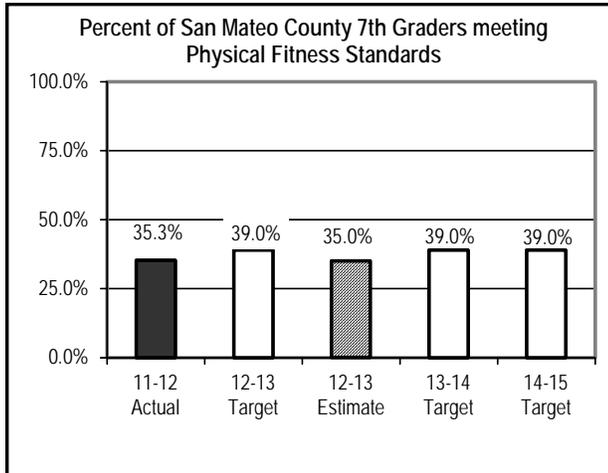
## Department Locator

County

Health Services

▷ **Health System**

## Key Performance Measures



## Mission Statement

The mission of the Health System is to build a healthy community and increase San Mateo County residents' longevity and quality of life by preventing health issues before they occur, protecting the public from environmental and disease hazards, providing services to vulnerable populations, and partnering with others to accomplish our mission.

## Overview

The Health System is responsible for providing a range of health related services to San Mateo County residents through our employees and our community-based contractors. Although some of our services are geared toward the general public, such as restaurant inspections and emergency medical response services, most services are geared toward vulnerable populations, such as:

- Low-income people in need of medical/mental health care
- Children and adults with serious mental illness
- At-risk families, including children in child welfare and foster care systems
- People with disabilities, including older adults and dependent adults
- Children and adults in correctional facilities
- People with substance use addictions

## FY 2012-13 - Accomplishments

The Health System led a regional approach to ban single-use plastic bags throughout San Mateo County, resulting in 12 cities and the County implementing the bag ban on Earth Day. Four additional cities will be implementing the ordinance by the fall of 2013. The Health System implemented an electronic inpatient health record at the Medical Center, an electronic health record for Family Health Services, and expanded use of the Behavioral Health and Recovery Services electronic health record to include all drug and alcohol providers.

The Health System worked with the National Association of Mental Illness (NAMI) and Mateo Lodge to develop and implement a pre-crisis outreach team. The Family Assertive Support Team responds to families who are concerned about a relative who is exhibiting changing behavior. The team consists of a licensed clinician, a family partner and a peer counselor; they assess the client or potential client and provide education and case management to both the individual and the family to avert crises, increase understanding of the client's mental health issues and treatment plan, engage the client in the least restrictive level of care, and reduce criminal justice involvement and hospitalizations.

The Health System earned \$12 million in incentive payments by meeting all of the goals set for the San Mateo Medical Center in the Delivery System Reform and Improvement Program.

The Children's Health Initiative, a coalition of the Health System, the local health care districts and many other partners, celebrated the tenth anniversary of universal health insurance coverage for children in San Mateo. San Mateo is one of only two counties that have virtually universal insurance for children through the Healthy Kids insurance program.

The Health System continues to make improvements through our use of the Lean process improvement method. The Lean methodology focuses on improving quality and reducing waste. As an example, the wait list for an appointment at the Medical Center has been reduced by 40% and SMMC is seeing 700 new patients per month as a result of our Lean efforts in new patient access.

### Significant Challenges for FY 2013-14 and FY 2014-15

1. **Enrolling as many patients as possible into the new insurance coverage under the Affordable Care Act.** With the implementation of the insurance coverage expansion under the Affordable Care Act set to start on January 1, 2014, the Health System will be working on getting as many of our uninsured and underinsured patients into the new coverage as possible. Our success will depend largely on how easy the State's enrollment process for insurance coverage will be, and on the success of the State's media and outreach campaign. If we are successful, then about ¼ of the uninsured people in our ACE program will gain insurance coverage.
2. **Driving quality ever higher and costs lower.** Since a minimum of 22,000 residents who currently receive services from the Health System will not be eligible for insurance coverage under the Affordable Care Act and thus will remain the County's responsibility, the Health System must simultaneously drive quality higher and costs lower to be able to continue to provide care to these residents within our budget constraints. To that end, we will continue the efforts at the San Mateo Medical Center to improve the quality and reduce the cost of patient care using the LEAN process improvement method. The Health System also will spread the LEAN process improvement program to other divisions. The success of these efforts will be measured by whether the Health System meets both its budget and the quality of care milestones for the federal Delivery System Reform Incentive Program.
3. **Managing the uncertainty of our finances.** While the next two years are full of promise for those who are uninsured or underinsured, they are full of financial uncertainty for the Health System, particularly for the San Mateo Medical Center. How many uninsured patients will enroll in the newly available coverage? Where will they choose to go for care? How much will the supplemental payments the Health System receives from the state/federal governments for serving a disproportionately high number of uninsured and Medi-Cal patients decrease? How much of the state funding that comes to the Health System to care for the uninsured will be retained by the State instead? Managing the complexities of the new funding mechanisms for care will be a significant challenge for the Health System. If we are successful, we will be able to continue to provide our current level of service without additional county financial assistance.
4. **Using evidence-based drug and alcohol treatment to improve our patient's overall health outcomes and reduce medical costs.** The compelling business case for using effective drug and alcohol treatment to reduce

inappropriate and costly use of medical services has led to reforms that will allow Medi-Cal beneficiaries to have access to broader and more evidence-based drug and alcohol benefits under the Affordable Care Act. Behavioral Health and Recovery Services has been nurturing the shift to evidence-based practice among our alcohol and other drug treatment providers through a multi-year training initiative, working with providers to enhance their infrastructure to participate through introduction of the electronic health record, and partnering with the Health Plan of San Mateo to introduce more medication- assisted therapies. Fully capitalizing on the opportunity will require a much greater integration of the processes used by primary care, behavioral health, and the Health Plan to target high risk beneficiaries. If we are successful, we will be able to engage our most complicated patients in treatment that will reduce the cost of their health care and improve their health and ability to live productively.

5. **Continuing to advocate for improvements to make the healthiest choice the easiest choice.** Eating right and getting enough exercise are among the most important things we can do to maintain and improve our health. But our world has been engineered to reduce physical activity and provide us with boundless enticements to eat low-nutrient, high calorie foods. The Health System will continue to advocate for regional/county/city investments in active transportation such as convenient and reliable public transit, and improvements in the streetscapes to encourage biking and walking for every day travel, not merely for recreation, so that we make getting exercise as easy as walking to school or to the store. In addition, we will work on reducing access to tobacco, sugar-loaded drinks, and other harmful products. If successful, the physical fitness levels of our children will increase and our levels of obesity will decrease.
6. **Responding to criminal justice realignment.** A major initiative of the Health System will be to continue to work with the Courts, the Sheriff's Office, the Human Services Agency, and the Probation Department to connect clients leaving the criminal justice system with supportive services to ensure successful re-entry into the community. Behavioral Health and Recovery Services will collaborate with these partners on the end of the Achieve 180 grant in March 2014 and will staff Service Connect to be responsible for the post-release case management and triage of treatment for high risk people with behavioral health problems discharged from the jail. Most people can be transferred to contracted community based agencies, but those with complex addictions and mental illness served by Correctional Health inside the jail will be linked to Service Connect and managed closely by Behavioral Health and Recovery Services staff in the community. Successful collaboration by the Health System and other partner agencies will result in the establishment of a re-entry process that successfully engages people with addictions and mental illness in the treatment they need to eventually recover and live productive lives.
7. **Implementing the Duals Pilot in partnership with the Health Plan of San Mateo.** The Health System will be working closely with the Health Plan of San Mateo (HPSM), the State, and the other pilot counties to address the many questions that will have to be answered in order to implement the Duals Pilot program, now called Cal Medi-Connect, by January 2014. Some of the other counties face even greater implementation challenges because they have less experience working with their health plans and would like to delay the start of the program. In addition, other counties have concerns about how the In-Home Supportive Services (IHSS) Program will be impacted by closer association with health plans and the transfer of responsibility for bargaining wages and benefits to a new statewide public authority. The Health System and HPSM believe the long term sustainability of IHSS and the other home and community based services will be enhanced by this pilot which will demonstrate their utility in reducing more expensive institutional care such as hospital and nursing home stays. The Health System will be working energetically at the State level to prevent delay. A successful launch of the Duals Pilot and IHSS sustainability project will be measured by whether the Health System and program partners are fully prepared to implement by the date the State starts the program (currently set for January 1, 2014).

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8. **Ensuring the appropriate administration of all Public Administrator estates.** Hundreds of Public Administrator estates that were transferred from the District Attorney's Office to the Aging and Adult Services division of the Health System will be reviewed and resolved. There are numerous challenges in bringing these cases to resolution including that they require a case-by-case review of back tax liability. By the end of FY 2014-15, the Health System will appropriately administer and resolve a majority of the transferred estates.

## Health System (5000B) ALL FUNDS

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	(10,757)						
Licenses, Permits and Franchises	1,393,027	1,476,828	1,441,581	1,451,234	9,653	1,481,234	30,000
Fines, Forfeitures and Penalties	3,323,186	3,189,502	3,374,053	3,384,654	10,601	3,376,735	(7,919)
Use of Money and Property	257,764	229,912	243,518	222,755	(20,763)	222,755	
Intergovernmental Revenues	194,052,741	183,574,812	204,175,685	213,767,131	9,591,446	199,509,275	(14,257,856)
Charges for Services	195,619,965	159,470,583	148,416,538	154,793,787	6,377,249	174,320,149	19,526,362
Interfund Revenue	18,919,507	8,727,798	8,392,922	10,079,198	1,686,276	10,180,414	101,216
Miscellaneous Revenue	17,724,525	27,902,285	21,960,938	34,756,970	12,796,032	28,804,760	(5,952,210)
Other Financing Sources	21,946,869	59,480,977	77,570,176	62,021,548	(15,548,628)	66,548,553	4,527,005
<b>Total Revenue</b>	<b>453,226,827</b>	<b>444,052,697</b>	<b>465,575,411</b>	<b>480,477,277</b>	<b>14,901,866</b>	<b>484,443,875</b>	<b>3,966,598</b>
Fund Balance	27,292,429	37,888,774	16,995,470	14,710,294	(2,285,176)	6,336,806	(8,373,488)
<b>TOTAL SOURCES</b>	<b>480,519,256</b>	<b>481,941,471</b>	<b>482,570,881</b>	<b>495,187,571</b>	<b>12,616,690</b>	<b>490,780,681</b>	<b>(4,406,890)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	270,380,212	274,569,591	270,919,607	284,696,312	13,776,705	287,961,164	3,264,852
Services and Supplies	155,474,841	161,961,747	167,361,761	177,741,902	10,380,141	175,262,941	(2,478,961)
Other Charges	83,322,431	88,974,205	91,941,004	83,090,243	(8,850,761)	83,665,583	575,340
Fixed Assets	106,750	3,105,746	6,703,076	9,373,276	2,670,200	5,000,000	(4,373,276)
Other Financing Uses	9,979,427	10,348,256	11,585,229	16,739,436	5,154,207	17,231,847	492,411
<b>Gross Appropriations</b>	<b>519,263,661</b>	<b>538,959,545</b>	<b>548,510,677</b>	<b>571,641,169</b>	<b>23,130,492</b>	<b>569,121,535</b>	<b>(2,519,634)</b>
Intrafund Transfers	(23,264,253)	(21,165,977)	(25,933,978)	(26,962,739)	(1,028,761)	(27,220,487)	(257,748)
<b>Net Appropriations</b>	<b>495,999,408</b>	<b>517,793,568</b>	<b>522,576,699</b>	<b>544,678,430</b>	<b>22,101,731</b>	<b>541,901,048</b>	<b>(2,777,382)</b>
Contingencies/Dept Reserves	12,837,683	10,752,932	9,561,081	2,638,183	(6,922,898)	2,269,418	(368,765)
Non-General Fund Reserves	22,292,890	1,421,411	3,858,934	3,613,181	(245,753)	3,375,396	(237,785)
<b>TOTAL REQUIREMENTS</b>	<b>531,129,981</b>	<b>529,967,911</b>	<b>535,996,714</b>	<b>550,929,794</b>	<b>14,933,080</b>	<b>547,545,862</b>	<b>(3,383,932)</b>
<b>NET COUNTY COST</b>	<b>50,610,725</b>	<b>48,026,440</b>	<b>53,425,833</b>	<b>55,742,223</b>	<b>2,316,390</b>	<b>56,765,181</b>	<b>1,022,958</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	2,249.0	2,172.0	1,980.0	2,046.0	66.0	2,049.0	3.0
Funded FTE	2,094.2	2,047.4	1,874.8	1,942.2	67.5	1,948.4	6.1

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$12,616,690 or 2.6% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Licenses, Permits and Franchises

There is a net increase of \$9,653 in this funding source due to an increase in dog/cat licenses as a result of increased rates and improved licensing compliance which was offset by reductions in other regulatory programs to reflect current year activity.

#### Fines, Fees and Forfeitures

There is a net increase of \$10,601 in this funding source due to adjustments to court fines received by various programs to reflect current year activity.

#### Use of Money and Property

There is a net decrease of \$20,763 in this funding source due to reduced interest anticipated in the Public Guardian / Public Administrator programs due to declining estate values and reduced fees from delayed case closures. This decrease was offset by a minor increase in rent collected for programs.

#### Intergovernmental Revenues

There is a net increase of \$9,591,446 in this funding source due to an increase in Mental Health Services Act funding, Mental Health Realignment, Social Services Realignment and reclassification of revenue from Charges for Services to this category for the funding received from First Five. This increase was offset by a reduction in state/federal funding due to reductions in supplemental funds under the Affordable Care Act (ACA), as well as minor reductions in other areas.

#### Charges for Services

There is a net increase of \$6,377,249 in this funding source due to an increase for revenues from new insurance coverage under the Affordable Care Act which was offset by the decrease in state/federal funding shown in Intergovernmental Revenues, resulting in the ACA being revenue neutral at this point in time.

#### Interfund Revenue

There is a net increase of \$1,686,276 in this funding source due to an increase in transfers between the General Fund divisions and the SMMC enterprise funds for increased dental, eligibility and laboratory services.

#### Miscellaneous Revenue

There is a net increase of \$12,796,032 in this funding source due to the inclusion of Intergovernmental Transfer revenue and the inclusion of grant funding from the Hospital Foundation and Sequoia Healthcare District for capital costs. These increases were partially offset by a reduction of the First Five revenue that was reclassified to Intergovernmental Revenue.

#### Other Financing Sources

There is a net decrease of \$15,548,628 in this funding source due mainly to the removal of funding for the transition of Burlingame Long Term Care.

#### Fund Balance

There is a net decrease of \$2,285,176 in this funding source due to one-time purchases and equipment, the use of Reserves for the payment of a large audit disallowance for BHRS and the 25% reduction of reserves for the retirement contribution as directed by the County Manager's Office. These decreases were only partially offset by the carryover of \$7,000,000 in savings from the Medical Center.

## TOTAL REQUIREMENTS

Total Requirements increased by \$14,933,080 or 2.7% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

### Salaries and Benefits

There is a net increase of \$13,776,705 in this expenditure category due to the reconciliation of the budget with the salary ordinance amendments throughout FY 2012-13 and the addition of twenty-three positions in the budget as well as general merit increases and increases in the cost of benefits.

### Services and Supplies

There is a net increase of \$10,380,141 in this expenditure category due to an increase in contracted services funded by Mental Health Services Act funding, increased pharmaceutical and surgery supplies costs, increased contracting with specialty providers to reduce the wait time for appointments, and the reclassification of technology expenses from Other Charges to this category to reflect the transfer of responsibility for Health Information Technology from ISD to the Health System.

### Other Charges

There is a net decrease of \$8,850,761 due to the reclassification of technology costs from this category to Service and Supplies to reflect the transfer of responsibility for Health Information Technology from ISD to the Health System and the removal of one-time projects.

### Fixed Assets

There is a net increase of \$2,670,200 due to the addition of one time purchases such as digital mammography, upgrades to the Radiology Suite to move towards other digital equipment and phase two of the Sorian implementation (electronic health records).

### Other Financing Uses

There is a net increase of \$5,154,207 in this expenditure category due to the inclusion of an Intergovernmental Transfer which was partially offset by a reduction in capital expenses.

### Intrafund Transfers

There is a net increase of \$1,028,761 in this expenditure category due to increased funding for the Public Administrator transition, funding for the Lower Level of Care project, and increased revenue from the Sheriff's Office for inmate food, which was partially offset by a reduction in revenue from Human Services for mental health services based on current client eligibility levels.

### Contingencies/Departmental Reserves / Non-General Fund Reserves

There is net decrease of \$7,168,651 in this expenditure category due to the payment of audit disallowances and the 25% reduction of reserves to contribute towards retirement cost as directed by the County Manger's Office. The balance of the Reserves represents 1.15% of Net Appropriations, which is less than the County's 2% Reserves policy by \$4,642,205

## NET COUNTY COST

There is an increase of \$2,316,390 or 4% in this Department's General Fund allocation. This is offset by a \$15,548,627 reduction in the General Fund allocation to the Medical Center. The total Net County Cost contribution to the Health System decreased by \$13,232,237.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$4,406,890 or 1% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Licenses, Permits and Franchises

There is a net increase of \$30,000 in this funding source due to a continued increase in dog and cat license fees based on revised fee schedule and increased compliance with licensing requirements.

#### Fines, Fees and Forfeitures

There is a net decrease of \$7,919 in this funding source due to reduced transfer between the Emergency Medical Services trust fund and the Emergency Medical Services operating budget.

#### Intergovernmental Revenues

There is a net decrease of \$14,257,856 in this funding source due to the loss of funding related to the reduction in Disproportionate Share Hospital supplemental revenue under the Affordable Care Act which was offset slightly by increases in Mental Health Service Act funding and Mental Health Realignment.

#### Charges for Services

There is a net increase of \$19,526,362 in this funding source due to anticipated increases in Medi-Cal funding under the Affordable Care Act, minor increases in Medi-Cal Administrative Activities funding, and increased fees for the Public Administrator program.

#### Interfund Revenue

There is a net increase of \$101,216 in this funding source due primarily to increased costs for health information technology charged to the Medical Center.

#### Miscellaneous Revenue

There is a net decrease of \$5,952,210 in this funding source due to the removal of one-time tobacco settlement funds and the Sequoia Healthcare District grant for capital costs for the South County Clinic.

#### Other Financing Sources

There is a net increase of \$4,527,005 in this funding source due to an increase in County contribution to the Medical Center to backfill the loss of the one-time tobacco settlement funds and to fund the addition of emergency room nurses to respond to increases in the number of visits.

#### Fund Balance

There is a net decrease of \$8,373,488 in this funding source due mostly to the removal of one-time savings and projects.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$3,383,932 or 0.6% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$3,264,852 in this expenditure category due to regular salary and benefit increases and the addition of three positions in year two.

#### Services and Supplies

There is a net decrease of \$2,478,961 in this expenditure category due mostly to the annualized savings of out of network healthcare costs for ACE patients who gain insurance coverage under the Affordable Care Act.

Other Charges

There is a net increase of \$575,340 in this expenditure category due mainly to increased rents for programs providing mental health and substance abuse treatment services.

Fixed Assets

There is a net decrease of \$4,373,276 due to the removal of one time purchases from FY 2013-14.

Other Financing Uses

There is a net increase of \$492,411 in this expenditure category due to increased debt service payments for the Medical Center.

Intrafund Transfers

There is a net increase of \$257,748 in this expenditure category to increased charges between General Fund divisions.

Contingencies/Departmental Reserves / Non-General Fund Reserves

There is net decrease of \$606,550 in this expenditure category for one-time purchases. The balance of reserves represents 1.04% of Net Appropriations, which is less than the County's 2% Reserves policy by \$5,193,207.

**NET COUNTY COST**

There is an increase of \$1,022,958 or 2% in this Department's General Fund allocation, and an increase to the Medical Center of \$1,268,961, for a total Net County Cost Contribution increase to the Health System of \$2,291,919.

## Health Administration (5500B)

### Program Locator

County

Health Services

Health System

▷ **Health Administration**

### Program Outcome Statement

Provide leadership and management for a successful Health System

### Program Results

Administration provides strategic and tactical direction in order for the Health System to achieve its mission to build a healthy community and increase San Mateo County's residents' longevity and quality of life. In FY 2012-13, Administration began to expand the LEAN process improvement method that was successful for SMMC, to improve quality and reduce waste in other parts of the Health System. As the cost, quality and access to healthcare issues continue to grow for other parts of the Health System, Administration plans to spread the use of the LEAN process improvement method to other divisions. In FY 2013-14, Aging and Adult Services will be using LEAN to improve the In-Home Supportive Services program intake process and Behavioral Health and Recovery Services will be using LEAN to improve its revenue cycle. Administration plans to spread LEAN to other divisions in 2014 and beyond.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of stakeholders respondents rating services good or better	86%	90%	90%	90%	90%
Percent of Health System employees who have participated in a LEAN training or event <sup>1</sup>	---	---	14%	30%	40%
Percent of Health System budget allocated to administration	1%	1%	1%	2%	2%

<sup>1</sup> This is a new measure for FY 2013-14.

## Health Administration (5500B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	12.0	12.0	13.0	13.0		13.0	
Funded FTE	11.4	11.5	12.1	12.3	0.2	12.3	
<b>Total Requirements</b>	683,615	1,872,252	2,420,551	8,741,761	6,321,210	8,548,274	(193,487)
<b>Total Sources</b>	1,097,531	1,905,358	2,420,551	8,741,761	6,321,210	8,548,274	(193,487)
<b>Net County Cost</b>	(413,917)	(33,105)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reductions in Fund Balance and Reserves to reflect contribution for the SB90 Audit and incorporate mid-year adjustments approved by the Board of Supervisors.

Total Requirements	Total Sources	Net County Cost	Positions
6,245,571	6,245,571	0	(1)

#### 2. Add a Financial Services Manager I for the Intergovernmental Transfers (IGT)

A Financial Services Manager I position is added to assist with modeling and managing the Intergovernmental Transfers (IGT) that are available to the Health System. An IGT is a federally-approved mechanism whereby County funds are provided to the State to draw down matching federal dollars for the Medi-Cal program. The IGT funding mechanism has become more complex and involves numerous divisions within the Health System, which is why it must be managed at the department level.

Total Requirements	Total Sources	Net County Cost	Positions
75,639	75,639	0	1

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
6,321,210	6,321,210	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and removal of one-time items from the previous year.

Total Requirements	Total Sources	Net County Cost	Positions
(193,487)	(193,487)	0	0

## Health Coverage Unit (5510B)

### Program Locator

#### County

Health Services

Health System

#### ▷ **Health Coverage Unit**

### Program Outcome Statement

Maximize health insurance coverage among low-income residents

### Program Results

The HCU engages in outreach and assistance to connect low-income residents to health coverage, with a focus on clients who seek services at the Health System's medical and behavioral health locations. HCU aims to offer "one stop" assistance to help residents enroll in the programs for which they are eligible. HCU administers eligibility for the County's local programs (ACE and Healthy Kids) for those who do not qualify for other federal and state health insurance programs. HCU also assists clients in navigating the local healthcare safety net to assure that coverage can promote access to needed healthcare services. HCU also advocates for systems and policies that make the process easier for consumers and more efficient for government.

The Health Coverage Unit reached more than 41,000 uninsured residents during FY 2012-13 and assisted them in successfully enrolling in health insurance coverage programs. Major accomplishments include:

- sustaining our successes as one of only two counties in California to extend universal health coverage for children, and achieving an insurance coverage rate of 95%;
- exceeding enrollment goals for the "Bridge to Health Reform" coverage effort that reached clients who will be eligible for coverage through the expansion of Medi-Cal in January 2014;
- for the fourth consecutive year, increased the number of people served without increasing staffing; and
- provided all clients with a decision on ACE eligibility within two business days in all twelve months of the fiscal year.

The HCU partners with a wide range of organizations to accomplish its mission, including the other divisions of the Health System, the Human Services Agency, the Health Plan of San Mateo, community-based organizations, schools, and healthcare providers. The FY 2013-15 budget period will bring many changes as the Unit adapts to the implementation of the Affordable Care Act, with specific HCU focus on: a) adapting our outreach and assistance strategy; b) furthering a seamless transfer of the clients enrolled in the Medicaid Coverage Expansion program to Medi-Cal; c) revising the eligibility rules for the local ACE and Healthy Kids coverage programs; and d) completing procurements for the local eligibility system vendor and community-based organization outreach network. The Unit also anticipates changes to workflows to connect residents to coverage, necessitating training and communication across the staff and network of enrollment assistance partners as the HCU learns more about the resources that will be available through Covered California and the State.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percentage of San Mateo County children insured	95.5%	95%	95%	95%	95%
Number of health coverage applications completed per FTE	---	1,100	1,100	1,100	1,100
Ranking among Bay Area counties of percentage of children who are insured	3	3	3	3	3

Health Coverage Unit (5510B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	30.0	33.0	31.0	31.0		31.0	
Funded FTE	30.0	32.7	30.6	31.0	0.4	31.0	
<b>Total Requirements</b>	7,420,090	7,886,869	8,195,650	7,697,865	(497,785)	6,942,566	(755,299)
<b>Total Sources</b>	5,511,041	6,322,575	6,535,331	5,992,092	(543,239)	5,222,221	(769,871)
<b>Net County Cost</b>	1,909,049	1,564,294	1,660,319	1,705,773	45,454	1,720,345	14,572

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases; and increases in retirement contributions and health benefit cost; and a decrease in Healthy Kids premium costs due to projected decrease in Healthy Kids enrollment as an estimated up to 350 children transition to federally supported health insurance coverage.

Total Requirements	Total Sources	Net County Cost	Positions
(547,785)	(565,739)	17,954	0

## 2. Addition of Stanford SPIN Fellow

Funding has been added for a Stanford Public Interest Network (SPIN) Fellowship to assist with outreach and enrollment assistance for the new work associated with the implementation of the federal Affordable Care Act. This expense is funded within existing Net County Cost and Medi-Cal Administrative Activities revenue.

Total Requirements	Total Sources	Net County Cost	Positions
50,000	22,500	27,500	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(497,785)	(543,239)	45,454	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Deletion of the SPIN fellow and continued decrease in premium costs due to a projected additional decrease of 350 children in Healthy Kids enrollment.

Total Requirements	Total Sources	Net County Cost	Positions
(755,299)	(769,871)	14,572	0

Health Coverage Unit (5510B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	436,415	231,090	240,000	87,155	(152,845)		(87,155)
Charges for Services	1,157,955	1,530,000	1,711,855	1,791,975	80,120	1,772,407	(19,568)
Interfund Revenue	80,890	166,858	182,795	254,654	71,859	257,674	3,020
Miscellaneous Revenue	3,835,781	4,015,963	4,400,681	3,858,308	(542,373)	3,192,140	(666,168)
<b>Total Revenue</b>	<b>5,511,041</b>	<b>5,943,911</b>	<b>6,535,331</b>	<b>5,992,092</b>	<b>(543,239)</b>	<b>5,222,221</b>	<b>(769,871)</b>
Fund Balance		378,664					
<b>TOTAL SOURCES</b>	<b>5,511,041</b>	<b>6,322,575</b>	<b>6,535,331</b>	<b>5,992,092</b>	<b>(543,239)</b>	<b>5,222,221</b>	<b>(769,871)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,370,142	3,331,312	3,413,102	3,643,203	230,101	3,615,823	(27,380)
Services and Supplies	6,502,307	6,815,907	7,292,831	6,506,792	(786,039)	5,821,421	(685,371)
Other Charges	106,444	94,851	124,717	196,043	71,326	154,250	(41,793)
<b>Gross Appropriations</b>	<b>9,978,892</b>	<b>10,242,070</b>	<b>10,830,650</b>	<b>10,346,038</b>	<b>(484,612)</b>	<b>9,591,494</b>	<b>(754,544)</b>
Intrafund Transfers	(2,558,802)	(2,615,612)	(2,635,000)	(2,648,173)	(13,173)	(2,648,928)	(755)
<b>Net Appropriations</b>	<b>7,420,090</b>	<b>7,626,458</b>	<b>8,195,650</b>	<b>7,697,865</b>	<b>(497,785)</b>	<b>6,942,566</b>	<b>(755,299)</b>
Contingencies/Dept Reserves		260,411					
<b>TOTAL REQUIREMENTS</b>	<b>7,420,090</b>	<b>7,886,869</b>	<b>8,195,650</b>	<b>7,697,865</b>	<b>(497,785)</b>	<b>6,942,566</b>	<b>(755,299)</b>
<b>NET COUNTY COST</b>	<b>1,909,049</b>	<b>1,564,294</b>	<b>1,660,319</b>	<b>1,705,773</b>	<b>45,454</b>	<b>1,720,345</b>	<b>14,572</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	30.0	33.0	31.0	31.0		31.0	
Funded FTE	30.0	32.7	30.6	31.0	0.4	31.0	

Public Health, Policy and Planning (5550B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	527,905	506,385	580,425	616,425	36,000	646,425	30,000
Fines, Forfeitures and Penalties	107	858					
Intergovernmental Revenues	12,521,231	12,779,113	13,407,239	13,887,844	480,605	14,200,746	312,902
Charges for Services	1,968,348	1,783,967	2,118,358	2,016,766	(101,592)	2,132,973	116,207
Interfund Revenue	1,645,531	1,447,783	1,237,078	1,349,127	112,049	1,349,127	
Miscellaneous Revenue	427,414	455,392	130,573	246,348	115,775	251,251	4,903
<b>Total Revenue</b>	<b>17,090,535</b>	<b>16,973,498</b>	<b>17,473,673</b>	<b>18,116,510</b>	<b>642,837</b>	<b>18,580,522</b>	<b>464,012</b>
Fund Balance	2,758,853	2,214,889	2,475,498	913,142	(1,562,356)	913,142	
<b>TOTAL SOURCES</b>	<b>19,849,388</b>	<b>19,188,387</b>	<b>19,949,171</b>	<b>19,029,652</b>	<b>(919,519)</b>	<b>19,493,664</b>	<b>464,012</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	14,661,963	13,975,545	15,198,445	15,331,321	132,876	15,484,448	153,127
Services and Supplies	10,012,174	9,513,692	11,019,336	10,877,700	(141,636)	11,422,016	544,316
Other Charges	2,140,435	2,121,318	2,237,311	2,097,326	(139,985)	2,051,881	(45,445)
<b>Gross Appropriations</b>	<b>26,814,572</b>	<b>25,610,555</b>	<b>28,455,092</b>	<b>28,306,347</b>	<b>(148,745)</b>	<b>28,958,345</b>	<b>651,998</b>
Intrafund Transfers	(2,661,609)	(2,510,616)	(4,208,754)	(4,148,733)	60,021	(4,206,158)	(57,425)
<b>Net Appropriations</b>	<b>24,152,963</b>	<b>23,099,939</b>	<b>24,246,338</b>	<b>24,157,614</b>	<b>(88,724)</b>	<b>24,752,187</b>	<b>594,573</b>
Contingencies/Dept Reserves	1,789,784	1,924,626	1,745,025	853,078	(891,947)	853,078	
<b>TOTAL REQUIREMENTS</b>	<b>25,942,747</b>	<b>25,024,565</b>	<b>25,991,363</b>	<b>25,010,692</b>	<b>(980,671)</b>	<b>25,605,265</b>	<b>594,573</b>
<b>NET COUNTY COST</b>	<b>6,093,359</b>	<b>5,836,178</b>	<b>6,042,192</b>	<b>5,981,040</b>	<b>(61,152)</b>	<b>6,111,601</b>	<b>130,561</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	117.0	109.0	102.0	102.0		102.0	
Funded FTE	113.3	107.3	100.9	99.0	(2.0)	99.0	

## Health Policy and Planning (5550P)

### Program Locator

County

Health Services

Health System

Public Health, Policy and Planning

▷ **Health, Policy and Planning**

### Program Outcome Statement

Improve the health of all San Mateo County residents by implementing place-based primary prevention strategies

### Program Results

Health Policy and Planning (HPP) leads the County's efforts to improve the food and physical activity environments so that the healthy choice becomes the easiest choice. This work is critical to prevent people from getting sick in the first place. HPP has a focus on health equity, which means we focus on improving opportunities for health for people and places with the fewest opportunities. HPP epidemiologists watch for infectious disease outbreaks and analyze health data to help pinpoint health problems, while HPP planners partner with community based organizations and other County agencies to find solutions. HPP's long term strategies to make the healthy choice the easy choice include: awarding 30 contracts to local school districts, community-based organizations and cities for the implementation of Get Healthy San Mateo County activities including eliminating sugary drinks from public property, increasing walking and bicycling safety, conducting corner store make-overs and engaging parents in school wellness; developing and implementing the first Health and Wellness element for the North Fair Oaks Community Plan, drafting Complete Streets language for cities in Priority Development Areas, increasing participation in the local Safe Routes to School program; piloting innovative prevention strategies such as the East Palo Alto Police Department Fit Zone project and the Redwood City Drink More Water Campaign. Through Get Healthy San Mateo County, a county-wide group, HPP is engaging residents and leaders to take action. Social media and the web have emerged as critical tools for engaging people and Get Healthy is leading the way with over 800 monthly visitors to our "take action" website and a social media engagement rate that exceeds the industry standard. Epidemiology works with community partners to provide data that informs their work in primary prevention in a timely manner.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of San Mateo County cities with adopted Complete Streets policies/resolutions	---	50%	50%	75%	85%
Percent of data requests completed	---	90%	95%	95%	95%
Get Healthy Social Media Engagement Rate (Industry standard is 3%)	---	8%	8%	10%	10%

## Health Policy and Planning (5550P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	22.0	14.0	16.0	17.0	1.0	17.0	
Funded FTE	21.4	13.8	15.9	16.7	0.8	16.7	
<b>Total Requirements</b>	2,398,369	1,888,181	2,376,988	2,280,791	(96,197)	2,299,420	18,629
<b>Total Sources</b>	575,030	98,877	606,726	557,864	(48,862)	557,478	(386)
<b>Net County Cost</b>	1,823,339	1,789,304	1,770,262	1,722,927	(47,335)	1,741,942	19,015

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs and an adjustment to reconcile the budget with mid-year Salary Ordinance Amendments. HPP and the Public Health Division have been consolidated under one director, and the Health Coverage Unit has been removed from HPP into its own budget unit.

Total Requirements	Total Sources	Net County Cost	Positions
(96,197)	(48,862)	(47,335)	1

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
18,629	(386)	19,015	0

## Public Health (6220P)

### Program Locator

County

Health Services

Health System

Public Health, Policy and Planning

▷ **Public Health**

### Program Outcome Statement

Prevent, monitor and treat diseases

### Program Results

Public Health protects the health of all San Mateo County residents by investigating and analyzing communicable diseases and other health issues and engaging in treatment and prevention measures. Diseases of focus include flu viruses, HIV, sexually transmitted diseases (STDs), tuberculosis, rabies and other communicable diseases. In order to achieve this goal, Public Health operates a public health laboratory; provides health care services to people with HIV, STDs and infectious disease at the Edison Clinic; brings healthcare to people who otherwise would not receive it through the Mobile Clinic; maintains an infrastructure and training for disaster response; provides animal control and care; and registers all births and deaths in the county. In FY 2012-13, Public Health protected the health of all 750,000 San Mateo County residents by performing 69,500 laboratory tests; serving 1,350 homeless clients; registering 4,521 deaths and 5,387 births; providing services to 1,600 patients in the STD/HIV Edison Clinics, and providing 755 people with TB services.

Public Health provides primary medical care and supportive services to people with HIV in order to maintain their health, increase their quality of life and life expectancy, and reduce the transmission of HIV. A significant measure in achieving these outcomes is maintaining an undetectable HIV viral load for the patient, which is defined as less than 50 copies per ml of blood. Public Health also provides Burial Permits to the families of deceased residents. In order to receive a Burial Permit, the death must be registered by Public Health. The Program strives to register each death within two hours of receiving the completed documentation. Finally, the Public Health Laboratory is rated at 90% good/acceptable on proficiency tests, which is well above the 80% standard set by federal regulations.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of patients with HIV viral load of less than 50	86%	75%	93%	90%	90%
Percent of birth and/or death certificates issued within 24 hours of receipt of request	95%	100%	95%	100%	100%
Percent of PH Laboratory proficiency tests performed rated good/acceptable. (Industry benchmark is 80%)	95%	90%	90%	90%	90%

## Public Health (6220P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	95.0	95.0	86.0	85.0	(1.0)	85.0	
Funded FTE	91.9	93.5	85.0	82.3	(2.7)	82.3	
<b>Total Requirements</b>	<b>23,544,378</b>	<b>23,136,385</b>	<b>23,614,375</b>	<b>22,729,901</b>	<b>(884,474)</b>	<b>23,305,845</b>	<b>575,944</b>
<b>Total Sources</b>	<b>19,274,358</b>	<b>19,089,510</b>	<b>19,342,445</b>	<b>18,471,788</b>	<b>(870,657)</b>	<b>18,936,186</b>	<b>464,398</b>
<b>Net County Cost</b>	<b>4,270,020</b>	<b>4,046,874</b>	<b>4,271,930</b>	<b>4,258,113</b>	<b>(13,817)</b>	<b>4,369,659</b>	<b>111,546</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; decreases in Reserves due to an SB90 audit refund, 25% of Reserves balance transferring to Non-Departmental Reserves; decreases in Fund Balance to reconcile with Reserves; and the deletion of one vacant Community Program Specialist position as part of a mid-year Master Salary Ordinance due to a reduction in the federal Center for Disease Control HIV grant funding.

Total Requirements	Total Sources	Net County Cost	Positions
(884,474)	(870,657)	(13,817)	(1)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and increases in contracted services and revenue.

Total Requirements	Total Sources	Net County Cost	Positions
575,944	464,398	111,546	0

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## Health IT (5560B)

### Program Locator

County

Health Services

Health System

▷ **Health IT**

### Program Outcome Statement

Provide governance to support efficient and transparent IT planning and service delivery

### Program Results

The HIT Program is a new division in the Health System as of March 2013. HIT was formed to create transparent and system-wide governance to ensure the delivery of high value information services to Health System customers. Health system customers represent all persons who ultimately receive a service supported by IT systems, including Health System employees, patients/clients and business partners within and outside the County.

In FY 2013-14, the Health System IT Governance program will deliver a framework for managing IT programs and projects. Core components of this framework include:

- Establishment of a Health System IT Governance Board
- New business intake process
- Requirements management process
- Prioritization and expectation management
- Resource management
- Project initiation, documentation and milestone setting
- Project management, change control, risk management and quality management
- Acceptance and delivery of work

Effective IT governance will result in IT projects being delivered both on-time and within-budget. The FY 2013-14 goal is that 70% of IT projects will be delivered on-time.

In FY 2014-15, the maturation of the IT governance program will lead to a higher rate of project success, with 80% of IT projects delivered on-time. Customer satisfaction should also rise as more work is planned and delivered by a transparent method. This will be checked through the implementation of an index-based customer satisfaction survey. IT governance supports an agile organization that can respond to changing demand by efficiently reallocating resources to meet unforeseen mandates, changes in statute or policy, or changes in technology that can positively impact how the Health System delivers services.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of respondents rating services good or better. <sup>1</sup>	---	---	---	70%	80%
Percent of Health System IT projects completed on time. <sup>1</sup>	---	---	---	70%	80%
Percent of Meaningful Use requirements met on time. <sup>1</sup>	---	---	---	100%	100%

<sup>1</sup> All performance measures are new because this is a new budget unit.

### Health IT (5560B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution				12.0	12.0	13.0	1.0
Funded FTE				12.0	12.0	13.0	1.0
Total Requirements				1,996,348	1,996,348	2,094,544	98,196
Total Sources				1,996,348	1,996,348	2,094,544	98,196

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

This is a new budget unit. Information technology costs from Health Administration have been transferred here as well as the staff transferred from the Information Services Department which was approved by the Board of Supervisors on April 9, 2013. There were ten positions transferred, one Project Manager, one Information Technology Analyst, one Senior Accountant and seven System Engineers. A Contract Administrator was added mid-year, and an Administrative Assistant has been added through the budget process. These costs are supported by charges from the divisions within the Health System.

Total Requirements	Total Sources	Net County Cost	Positions
1,996,348	1,996,348	0	12

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
16,469	16,469	0	0

### 2. Addition of a Health Security Officer

A Health System Information Security Officer (ISO) has been added to create a comprehensive information protection program. The requirements in HIPAA and ARRA/HITECH necessitate an information security emphasis specifically in the healthcare setting. The Health System ISO will be charged with developing an information protection program focused on several key areas, including but not limited to: access control, system security management and contingency planning.

Total Requirements	Total Sources	Net County Cost	Positions
81,727	81,727	0	1

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
98,196	98,196	0	1

Health IT (5560B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Interfund Revenue				1,208,242	1,208,242	1,306,438	98,196
Miscellaneous Revenue				788,106	788,106	788,106	
<b>TOTAL SOURCES</b>				1,996,348	1,996,348	2,094,544	98,196
<b>REQUIREMENTS</b>							
Salaries and Benefits				1,922,703	1,922,703	2,124,392	201,689
Services and Supplies				1,129,826	1,129,826	1,129,826	
Other Charges				748,537	748,537	748,537	
<b>Gross Appropriations</b>				3,801,066	3,801,066	4,002,755	201,689
Intrafund Transfers				(1,804,718)	(1,804,718)	(1,908,211)	(103,493)
<b>TOTAL REQUIREMENTS</b>				1,996,348	1,996,348	2,094,544	98,196
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution				12.0	12.0	13.0	1.0
Funded FTE				12.0	12.0	13.0	1.0

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## Emergency Medical Services GF (5600B)

### Program Locator

#### County

Health Services

Health System

#### ▷ **Emergency Medical Services (General Fund)**

### Program Outcome Statement

Maintain a timely and effective emergency medical services system

### Program Results

Emergency Medical Services (EMS) provides oversight and coordination of the countywide emergency medical services system. The system receives 47,000 calls per year that include 911 emergency medical dispatch, fire paramedic first response, and emergency paramedic ground and air ambulance transport services. Twenty-five thousand of these calls result in transport to an emergency department (ED), representing 10% of the population seen at EDs. EMS provides leadership in regional trauma and stroke systems of care, and develops improved response policies to multi-casualty incidents and mutual aid requests. EMS educates the public about 911 activation for stroke victims, ST Segment Elevated Myocardial Infarction (STEMI), bystander CPR, fall prevention, and the use of child car safety seats and bicycle helmets. EMS improves medical surge capacity through the Hospital Preparedness Program and strengthens emergency medical radio communications by working with ISD and the County Fire Chiefs Association. EMS is responsible for medical/health disaster activities in cooperation with the Sheriff's Office of Emergency Services and Public Health, accreditation of paramedics, and certification and recertification of Emergency Medical Technicians (EMTs). EMS receives court fines to pay approximately 11,000 claims from physicians and provides financial support to trauma hospitals totaling \$1.3 million a year. For processing the claims, EMS receives an administrative fee from the EMS trust fund for general support of EMS activities. EMS is also partially funded by American Medical Response for oversight activities.

EMS helps to maintain the health and safety of the public by providing and monitoring an organized system of emergency medical care for SMC. First responder and transport paramedics are available 24/7 county-wide to rapidly respond to 911 calls for emergency medical assistance. Immediate intervention and stabilization of an injury or illness and rapid, safe transport to the appropriate hospital save lives as well as limits morbidity. Behavioral health services and transportation for crises are provided through the San Mateo County Mental Health Assessment and Referral Team (SMART) program.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percentage of requests for San Mateo County Mental Health Assessment and Referral Team (SMART) program services that are responded to by a SMART paramedic.	42%	45%	45%	50%	50%
Percent of Emergency Medical Technicians (EMTs) who receive their approved EMT Certification Card within 30 days of completing their EMT Certification requirements.	100%	95%	95%	95%	95%
Percent of ambulance emergency medical service calls responded to on time per contract standards. (Benchmark from AMR contract is 90%.)	94%	90%	90%	90%	90%

Emergency Medical Services GF (5600B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	5.0	5.0	6.0	6.0		6.0	
Funded FTE	5.0	5.0	6.0	6.0		6.0	
<b>Total Requirements</b>	4,918,302	5,060,366	5,414,305	5,543,706	129,401	5,672,876	129,170
<b>Total Sources</b>	4,918,302	5,060,366	5,414,305	5,543,706	129,401	5,672,876	129,170

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in contract expenditures and revenue; and decrease in funding transfers from the Carseat / Bicycle Helmet Trust Fund to fund part of one position.

Total Requirements	Total Sources	Net County Cost	Positions
129,401	129,401	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and increase in contract expenditures and revenue.

Total Requirements	Total Sources	Net County Cost	Positions
129,170	129,170	0	0

Emergency Medical Services GF (5600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	40,693	35,834	34,235	40,000	5,765	40,000	
Fines, Forfeitures and Penalties	490,268	598,772	773,472	794,073	20,601	786,154	(7,919)
Intergovernmental Revenues		346					
Charges for Services	35,160	67,239	4,097,239	70,000	(4,027,239)	70,000	
Miscellaneous Revenue	4,352,181	4,358,175	509,359	4,639,633	4,130,274	4,776,722	137,089
<b>TOTAL SOURCES</b>	<b>4,918,302</b>	<b>5,060,366</b>	<b>5,414,305</b>	<b>5,543,706</b>	<b>129,401</b>	<b>5,672,876</b>	<b>129,170</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	826,868	857,770	1,064,293	1,050,893	(13,400)	1,057,581	6,688
Services and Supplies	4,336,561	4,390,978	4,330,514	4,538,811	208,297	4,662,922	124,111
Other Charges	83,880	77,797	144,498	66,602	(77,896)	64,973	(1,629)
<b>Gross Appropriations</b>	<b>5,247,309</b>	<b>5,326,545</b>	<b>5,539,305</b>	<b>5,656,306</b>	<b>117,001</b>	<b>5,785,476</b>	<b>129,170</b>
Intrafund Transfers	(329,007)	(266,179)	(125,000)	(112,600)	12,400	(112,600)	
<b>TOTAL REQUIREMENTS</b>	<b>4,918,302</b>	<b>5,060,366</b>	<b>5,414,305</b>	<b>5,543,706</b>	<b>129,401</b>	<b>5,672,876</b>	<b>129,170</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	5.0	5.0	6.0	6.0		6.0	
Funded FTE	5.0	5.0	6.0	6.0		6.0	

## Emergency Medical Services Fund (5630B)

### Program Locator

County

Health Services

Health System

▷ **Emergency Medical Services Fund**

### Program Outcome Statement

Ensure timely payment for emergency care to uninsured

### Program Results

The Emergency Medical Services Trust (EMS Trust) partially compensates physicians for uncompensated emergency care and hospitals for providing a disproportionately high level of uncompensated emergency and trauma care. In addition, the EMS Trust funds administrative and other program support in EMS. The EMS Trust is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees under state law. On average, EMS pays 11,000 claims from physicians and provides \$1.3 million in financial support to trauma hospitals a year. Due to the limited amount of EMS Trust funds available, on average the EMS Trust is only able to pay approximately 25% of the total of each claim for uncompensated emergency care.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Total expenditures	\$2,644,770	\$2,665,856	\$2,355,054	\$2,760,717	\$2,752,798

Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	2,623,687	2,432,918	2,430,581	2,430,581		2,430,581	
Use of Money and Property	32,086	30,006	32,432	32,432		32,432	
Charges for Services	220						
Miscellaneous Revenue	10,515	44,623	17,000	52,000	35,000	52,000	
<b>Total Revenue</b>	<b>2,666,507</b>	<b>2,507,548</b>	<b>2,480,013</b>	<b>2,515,013</b>	<b>35,000</b>	<b>2,515,013</b>	
Fund Balance	2,711,941	2,981,999	2,844,777	3,008,885	164,108	2,763,181	(245,704)
<b>TOTAL SOURCES</b>	<b>5,378,448</b>	<b>5,489,547</b>	<b>5,324,790</b>	<b>5,523,898</b>	<b>199,108</b>	<b>5,278,194</b>	<b>(245,704)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	2,396,449	2,644,770	2,665,856	2,760,717	94,861	2,752,798	(7,919)
<b>Net Appropriations</b>	<b>2,396,449</b>	<b>2,644,770</b>	<b>2,665,856</b>	<b>2,760,717</b>	<b>94,861</b>	<b>2,752,798</b>	<b>(7,919)</b>
Non-General Fund Reserves	2,981,999	2,844,777	2,658,934	2,763,181	104,247	2,525,396	(237,785)
<b>TOTAL REQUIREMENTS</b>	<b>5,378,448</b>	<b>5,489,547</b>	<b>5,324,790</b>	<b>5,523,898</b>	<b>199,108</b>	<b>5,278,194</b>	<b>(245,704)</b>

FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made as follows: payments for Physicians/Trauma accounts will be funded from reserves in accordance with SB 476, which limits the amount of reserves that may be maintained to no more than 15% of collections. Fund Balance and Reserves increased due to anticipated savings in the current year from vacancies in the EMS General Fund.

Total Requirements	Total Sources	Net County Cost	Positions
199,108	199,108	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: Fund Balance and Reserves decreased due to anticipated increased expenditures in the EMS General Fund from filling vacant positions.

Total Requirements	Total Sources	Net County Cost	Positions
(245,704)	(245,704)	0	0

## Aging and Adult Services (5700B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	105,660	63,936	70,000	50,000	(20,000)	50,000	
Use of Money and Property	170,862	142,714	177,810	150,000	(27,810)	150,000	
Intergovernmental Revenues	11,342,840	11,068,732	12,675,656	13,717,464	1,041,808	13,483,133	(234,331)
Charges for Services	2,386,396	2,284,567	3,550,074	3,287,434	(262,640)	3,489,595	202,161
Interfund Revenue	459,295	251,186	218,969	221,333	2,364	221,333	
Miscellaneous Revenue	263,777	391,825	670,940	718,403	47,463	718,402	(1)
<b>Total Revenue</b>	<b>14,728,829</b>	<b>14,202,959</b>	<b>17,363,449</b>	<b>18,144,634</b>	<b>781,185</b>	<b>18,112,463</b>	<b>(32,171)</b>
Fund Balance	1,845,933	1,425,934	876,543	423,836	(452,707)	423,836	
<b>TOTAL SOURCES</b>	<b>16,574,762</b>	<b>15,628,893</b>	<b>18,239,992</b>	<b>18,568,470</b>	<b>328,478</b>	<b>18,536,299</b>	<b>(32,171)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	13,454,690	13,713,234	15,683,185	16,747,572	1,064,387	16,945,915	198,343
Services and Supplies	3,188,916	3,177,551	4,426,515	5,156,449	729,934	5,169,589	13,140
Other Charges	5,045,393	4,779,978	5,480,174	5,103,076	(377,098)	5,007,787	(95,289)
<b>Gross Appropriations</b>	<b>21,688,999</b>	<b>21,670,762</b>	<b>25,589,874</b>	<b>27,007,097</b>	<b>1,417,223</b>	<b>27,123,291</b>	<b>116,194</b>
Intrafund Transfers	(1,319,143)	(1,676,724)	(3,219,140)	(3,739,507)	(520,367)	(3,739,507)	
<b>Net Appropriations</b>	<b>20,369,856</b>	<b>19,994,038</b>	<b>22,370,734</b>	<b>23,267,590</b>	<b>896,856</b>	<b>23,383,784</b>	<b>116,194</b>
Contingencies/Dept Reserves	1,425,933	1,025,934	625,934	423,836	(202,098)	423,836	
<b>TOTAL REQUIREMENTS</b>	<b>21,795,789</b>	<b>21,019,972</b>	<b>22,996,668</b>	<b>23,691,426</b>	<b>694,758</b>	<b>23,807,620</b>	<b>116,194</b>
<b>NET COUNTY COST</b>	<b>5,221,027</b>	<b>5,391,080</b>	<b>4,756,676</b>	<b>5,122,956</b>	<b>366,280</b>	<b>5,271,321</b>	<b>148,365</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	117.0	129.0	129.0	135.0	6.0	135.0	
Funded FTE	116.5	132.0	129.0	135.0	6.0	135.0	

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## Conservatorship Program (5700P)

### Program Locator

#### County

Health Services

Health System

Aging and Adult Services

▷ **Conservatorship Program**

### Program Outcome Statement

Ensure physical/financial well-being of conservatees and estates

### Program Results

The Public Guardian (PG) program has decision-making power to ensure the physical and financial well-being of approximately 700 residents who have been "conserved," i.e., deemed unable to care for themselves by the Superior Court due to mental illness, dementia, or chronic disease. Depending on the specific court order, the PG makes financial, housing, and/or medical decisions for conservatees. The PG program is administered under the jurisdiction of the Superior Court and in partnership with Behavioral Health and Recovery Services, County Counsel, the Private Defender, the Court Investigator's Office, the Ombudsman Program, Golden Gate Regional Center, and family members. The County has a legal responsibility to protect its vulnerable residents who require conservatorship and who do not have anyone appropriate to help them.

The effectiveness of PG fiduciary management is measured by the percent of cases managed without fiduciary claims filed against the Division. In FY 2013-14 and FY 2014-15 99% of cases will be managed without fiduciary claims. Regular contacts with conservatees by the Deputy Public Guardians ensure their health and safety and protect conservatees from possible abuse or neglect. In FY 2013-14 and FY 2014-15, 95% of conserved clients will receive at least one face-to-face visit every 90 days. It is often necessary to place conserved clients in community facilities for their appropriate level of care. The PG strives to find placements within San Mateo County to allow the conserved clients to remain close to their families and other supports which is challenging due to the high cost of living in the County. In FY 2013-14 and FY 2014-15 the PG estimates it will secure placements within San Mateo County for 77% of the conserved clients needing placement.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of conserved clients placed within San Mateo County	77%	76%	77%	77%	77%
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division	100%	99%	100%	99%	99%
Percent of conserved clients who receive at least one face-to-face visit every 90 days per the Probate local rules	95%	95%	95%	95%	95%

### Conservatorship Program (5700P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	44.0	42.0	42.0	43.0	1.0	43.0	
Funded FTE	43.9	42.0	42.0	43.0	1.0	43.0	
<b>Total Requirements</b>	5,617,568	5,357,875	6,218,198	5,777,072	(441,126)	5,785,505	8,433
<b>Total Sources</b>	2,740,362	2,339,606	3,771,504	3,629,025	(142,479)	3,629,024	(1)
<b>Net County Cost</b>	2,877,207	3,018,269	2,446,694	2,148,047	(298,647)	2,156,481	8,434

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; transferring one Deputy Public Guardian position to the Community-Based Services budget; redistributing the cost of County Counsel service charges within the Division; reducing Information Technology costs; and applying the reduction in rental charges.

Total Requirements	Total Sources	Net County Cost	Positions
(609,846)	(226,839)	(383,007)	(1)

## 2. Additional Fiscal Support to the Public Guardian and Public Administrator Programs

Two Fiscal Office Specialist positions have been added due to increasing fiscal needs of the Public Guardian and Public Administrator programs. The Fiscal Office Specialist in the Estate Management program provides support to the Public Administrator's Office and is funded by Net County Cost for the first year. The position will be funded by program fees in subsequent years. The position for the Public Guardian program is funded by program fees.

Total Requirements	Total Sources	Net County Cost	Positions
168,720	84,360	84,360	2

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(441,126)	(142,479)	(298,647)	1

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
8,433	(1)	8,434	0

## Public Administrator Program (5710P)

### Program Locator

County

Health Services

Health System

Aging and Adult Services

▷ **Public Administrator Program**

### Program Outcome Statement

Efficient and timely distribution of decedents' estates

### Program Results

The Public Administrator (PA) Program serves the public by investigating and administering the estates of persons who die without appropriate representatives available or willing to act as estate administrators. The PA's primary duties include protecting the decedent's property from waste, loss or theft; liquidating assets at public sale to pay the decedent's bills and taxes; and to distribute remaining assets and funds to heirs. The PA acts under the authority of the Superior Court.

The PA program was transferred to Aging and Adult Services (AAS) from the District Attorney's Office in FY 2011-12. Since then, the PA has undergone many changes in operation, functionality and structure to implement policies and procedures that assure proper handling of all PA cases. The PA is continuing to work through a substantial backlog of complex cases that were transferred with the program in FY 2011-12 and expects that 90% of those cases will be closed by FY 2014-15. A best practice is to be able to successfully administer and close estates with a value of less than \$150,000 within two years. The PA anticipates that over 90% of these estates newly referred to the PA will be closed within the two year timeframe. In addition, the PA will initiate an investigation of newly referred cases within three business days due to the urgency of the disposition of the decedent and the estate.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of PA cases transferred to the Health System from the District Attorney's Office that have been closed. <sup>1</sup>	---	---	4%	40%	90%
Percent of PA estates with a value of less than \$150,000 that are closed within two years. <sup>1,2</sup>	---	---	---	85%	85%
Percent of PA referrals where an investigation is initiated within three business days. <sup>1</sup>	---	---	90%	92%	95%

<sup>1</sup> Information not available for FY 2011-12 as that was the first year the program was in AAS. <sup>2</sup> This is a new measure.

Public Administrator Program (5710P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution		13.0	13.0	17.0	4.0	17.0	
Funded FTE		13.0	13.0	17.0	4.0	17.0	
<b>Total Requirements</b>		643,885	857,132	1,671,580	814,448	1,718,199	46,619
<b>Total Sources</b>		157,570	607,892	440,418	(167,474)	640,418	200,000
<b>Net County Cost</b>		486,314	249,240	1,231,162	981,922	1,077,781	(153,381)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, adjustments due to mid-year Salary Ordinance Amendments, increases in retirement contributions and health benefit costs; and an increase in miscellaneous program expenses and contracted services.

Total Requirements	Total Sources	Net County Cost	Positions
486,884	(167,474)	654,358	1

#### 2. Staffing Adjustments to Support the Ongoing Caseload

One Supervising Deputy Public Guardian and two Deputy Public Administrators have been added to support the increasing ongoing workload of the Public Administrator program. These positions are funded with an increase of Net County Cost for one year in FY 2013-14 and then will be fully supported by program revenue.

Total Requirements	Total Sources	Net County Cost	Positions
327,564	0	327,564	3

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
814,448	(167,474)	981,922	4

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs and an increase in anticipated Public Administrator fees.

Total Requirements	Total Sources	Net County Cost	Positions
46,619	200,000	(153,381)	0

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## Community-Based Programs (5720P)

### Program Locator

#### County

Health Services

Health System

Aging and Adult Services

▷ **Community-Based Programs**

### Program Outcome Statement

Protect seniors and people with disabilities from abuse or neglect

### Program Results

Adult Protective Services (APS) responds to over 1,270 cases of abuse or neglect annually. Conservatorship Investigations investigates over 100 cases annually of adults who are deemed unable to make personal and financial decisions for themselves. In-Home Supportive Services (IHSS) serves 3,650 Medi-Cal eligible aged, blind and disabled individuals so they can remain living at home and out of institutional care. The Multipurpose Senior Services Program serves 210 seniors who would otherwise be placed in skilled nursing facilities. Representative Payee and Trust Accounting staff assists over 525 clients with their finances. Aging and Adult Services (AAS) also contracts with community providers to provide safety net services that help individuals avoid institutional care or homelessness.

AAS anticipates the need for Adult Protective Services and In-Home Supportive Services to increase significantly with the implementation of the Cal Medi-Connect program and the Affordable Care Act. Through Cal Medi-Connect, which in conjunction with the Health Plan of San Mateo will provide comprehensive coordinated care through a team of professionals, and the Affordable Care Act, which will provide health insurance to those who previously did not have access to health care services, there will be greater identification of those in need of community-based services and/or protection from abuse or neglect. The number of IHSS consumers has increased by 42% since FY 2007-08 and is anticipated to increase 7% annually. Timely processing of IHSS referrals ensures the safety of at-risk clients. It is anticipated that 75% of clients referred to IHSS in FY 2013-14 and FY 2014-15 will receive follow-up from an AAS staff member within seven working days. It is also anticipated that 90% of IHSS clients will receive at least one face-to-face visit annually, as required by regulation.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Adult Protective Services cases that are resolved and stabilized for at least twelve months	84%	85%	85%	85%	85%
Number and percent of clients receiving follow-up within seven working days of a referral to In-Home Supportive Services <sup>1</sup>	---	---	---	2,741 / 75%	2,933 / 75%
Number and percent of IHSS clients who receive at least one face-to-face visit annually per the Welfare and Institutions regulations <sup>1</sup>	---	---	3,273 / 90%	3,905 / 90%	4,179 / 90%

<sup>1</sup> This is a new performance measure beginning in FY 2013-14

### Community-Based Programs (5720P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	73.0	74.0	74.0	75.0	1.0	75.0	
Funded FTE	72.6	77.0	74.0	75.0	1.0	75.0	
<b>Total Requirements</b>	16,178,221	15,018,213	15,921,338	16,242,774	321,436	16,303,916	61,142
<b>Total Sources</b>	13,834,401	13,131,717	13,860,596	14,499,027	638,431	14,266,857	(232,170)
<b>Net County Cost</b>	2,343,820	1,886,496	2,060,742	1,743,747	(316,995)	2,037,059	293,312

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; a reduction in funding from Municipal Court fines; a reduction in funding from the State for the CMIPS II upgrade; a reduction of \$270,000 in federal funding for the Older Americans Act funded services due to the federal sequester with corresponding reductions to community providers' contracted services, changes to federal and State revenue for the In-Home Supportive Services program as a result of the new Maintenance of Effort and a reduction in grant funding from the Health Plan of San Mateo; the addition of one Deputy Public Guardian to Centralized Intake; reduction of Fund Balance and Reserves to reflect the payment of the SB90 audit and retirement contribution requested by the County

Manager's Office and an increase in Realignment funding to cover programmatic costs and to shift County General Funds from the Community-Based programs to the Public Guardian program.

Total Requirements	Total Sources	Net County Cost	Positions
321,436	524,815	(203,379)	1

### 2. Staffing Increase for the In-Home Supportive Services Program

Due to an increasing number of applications for the In-Home Supportive Services Program, one Social Worker will be added. Costs will be covered by Federal Welfare revenue.

Total Requirements	Total Sources	Net County Cost	Positions
113,616	113,616	0	1

### 3. Elimination of a Vacant Position in Centralized Intake

one vacant Social Worker position will be eliminated from Centralized Intake and converted to a Fiscal Office Specialist position for the Public Guardian program.

Total Requirements	Total Sources	Net County Cost	Positions
(113,616)	0	(113,616)	(1)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
321,436	638,431	(316,995)	1

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and a decrease in Realignment funding.

Total Requirements	Total Sources	Net County Cost	Positions
61,142	(232,170)	293,312	0

## IHSS Public Authority (5800B)

### Program Locator

County

Health Services

Health System

▷ **IHSS Public Authority**

### Program Outcome Statement

Keep people at home with caregiver support

### Program Results

The Public Authority (PA) supports low-income seniors and people with disabilities to remain safely at home by providing In-Home Supportive Services (IHSS) caregivers. IHSS caregivers assist with the tasks of daily living such as toileting, getting in and out of bed, cooking, feeding and ensuring medications are taken and medical appointments are kept. The PA manages 3,802 caregivers for 3,650 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, conducting caregiver orientations and trainings, and managing caregiver wages and health benefits.

Without these services, these seniors and people with disabilities may require institutional care, which would diminish the quality of life for the clients and have a significant negative impact on the entire Health System. In addition, the orientation and trainings provided for the caregivers increases the quality of care to recipients, allowing clients to remain in the community for a longer period of time.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of registry providers completing at least one Public Authority sponsored training per year <sup>1</sup>	---	---	35%	45%	50%
Percent of In-Home Supportive Services (IHSS) consumers who find an IHSS provider through the Public Authority registry <sup>2</sup>	78%	80%	72%	80%	80%
Average number of days to obtain a match between the caregiver and consumer through the Public Authority registry	6	6	6	6	6

<sup>1</sup> This is a new measure. <sup>2</sup> More consumers requested family members to serve as their provider.

## IHSS Public Authority (5800B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	16,176,329	16,126,148	19,221,069	18,404,358	(816,711)	19,167,067	762,709
Total Sources	16,176,329	16,126,148	19,221,069	18,404,358	(816,711)	19,167,067	762,709

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and a reduction in the cost of Independent Provider benefits, which was over budgeted in FY 2012-13 and the reduction in Reserves due to the SB-90 audit adjustment.

Total Requirements	Total Sources	Net County Cost	Positions
(816,711)	(816,711)	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and an increase in Independent Provider wages due to an anticipated increase in referrals to IHSS:

Total Requirements	Total Sources	Net County Cost	Positions
762,709	762,709	0	0

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	11,925	18,753					
Intergovernmental Revenues	8,033,742	8,773,080	13,969,019	13,584,464	(384,555)	14,347,173	762,709
Interfund Revenue	4,750,015	3,960,704	4,052,050	3,969,894	(82,156)	3,969,894	
Miscellaneous Revenue	7,981	945					
<b>Total Revenue</b>	<b>12,803,662</b>	<b>12,753,482</b>	<b>18,021,069</b>	<b>17,554,358</b>	<b>(466,711)</b>	<b>18,317,067</b>	<b>762,709</b>
Fund Balance	3,372,667	3,372,666	1,200,000	850,000	(350,000)	850,000	
<b>TOTAL SOURCES</b>	<b>16,176,329</b>	<b>16,126,148</b>	<b>19,221,069</b>	<b>18,404,358</b>	<b>(816,711)</b>	<b>19,167,067</b>	<b>762,709</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	496,672	512,682	687,623	694,803	7,180	714,803	20,000
Services and Supplies	3,000,052	2,981,067	5,405,585	4,230,426	(1,175,159)	4,230,426	
Other Charges	9,306,940	11,432,399	11,927,861	12,629,129	701,268	13,371,838	742,709
<b>Net Appropriations</b>	<b>12,803,664</b>	<b>14,926,148</b>	<b>18,021,069</b>	<b>17,554,358</b>	<b>(466,711)</b>	<b>18,317,067</b>	<b>762,709</b>
Non-General Fund Reserves	3,372,666	1,200,000	1,200,000	850,000	(350,000)	850,000	
<b>TOTAL REQUIREMENTS</b>	<b>16,176,329</b>	<b>16,126,148</b>	<b>19,221,069</b>	<b>18,404,358</b>	<b>(816,711)</b>	<b>19,167,067</b>	<b>762,709</b>

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## IHSS Public Authority GF (6900B)

### Program Locator

#### County

Health Services

Health System

#### ▷ **IHSS Public Authority (General Fund)**

### Program Outcome Statement

Keep people at home with caregiver support

### Program Results

This budget unit funds a portion of the County's required Maintenance of Effort (MOE) for IHSS. The PA supports low-income seniors and people with disabilities to remain safely at home by providing IHSS caregivers. The caregivers assist with the tasks of daily living such as toileting, getting in and out of bed, cooking, feeding and ensuring medications are taken and medical appointments are kept. The PA manages 3,802 caregivers for 3,650 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks and conducting caregiver orientations and trainings. The PA also manages the wages and health benefits for the independent providers.

The expected County cost of the Public Authority program is \$8,515,233 for FY 2013-14 and \$8,794,013 for FY 2014-15 with the new MOE required by the State. The State moved from a straight percentage required match to a maximum MOE amount the County will have to pay. The additional cost of the program will be the responsibility of the State and Federal governments until such time as the IHSS program fully shifts to managed care. The County's General Fund contribution remains at \$3,702,306 each year, with an additional \$4,812,924 in FY 2013-14 and \$5,091,707 in FY 2014-15 in Realignment funding used towards the County's cost of the program. The County MOE will draw in \$52 million in state and federal IHSS funding to San Mateo County in FY 2013-14 and \$56 million in FY 2014-15.

IHSS Public Authority GF (6900B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>REQUIREMENTS</b>							
Other Charges	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	
<b>TOTAL REQUIREMENTS</b>	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	
<b>NET COUNTY COST</b>	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	

FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

The change in the statewide methodology for funding the IHSS program has changed the County's match from a percent of total cost to a not to exceed MOE amount. This change is expected to decrease needed funding from Realignment Social Services by a projected \$2 million in FY 2013-14 which will allow the trust to support the program for a longer period. There are no changes to this budget unit.

FY 2014-15 Program Funding Adjustments

There are no changes.

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## Environmental Health Services (5900B)

### Program Locator

#### County

Health Services

Health System

#### ▷ **Environmental Health Services**

### Program Outcome Statement

Protect the public's health by preventing food and waterborne illnesses

### Program Results

Environmental Health Services (EHS) protects the public's health by ensuring that food, water and housing are safe and healthy. The Division expects to respond to 81% of complaints within the required time period and that ocean beaches will be open and safe for recreational uses 98% of days in the year.

In FY 2012-13, EHS closed 39 establishments with major violations of food safety practices, ensuring that food is safe; closed 42 public pools/spas with major violations, protecting the health and safety of the public; and pursued enforcement action against seven businesses for repeat or major violations of hazardous material regulations, reducing the potential for hazardous material releases.

Program efficiencies have allowed the Division to focus on pollution prevention strategies such as the polystyrene and plastic bag bans.

Changes in food safety laws mark a shift from traditional inspections focused on the food facility and equipment and introduced a risk-based approach to inspections that focuses on food handlers, food handling, and food products. EH completed the categorization of food facilities based on risk; going forward, inspections will be based upon the risk posed by the food facility.

Environmental Health Services is funded almost entirely by fees for services and grants.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent reduction of major CDC risk factor violations at high risk food facilities <sup>1</sup>	---	---	---	2.5%	2.5%
Percent of suspected food-borne illness complaints responded to within one-business day	91%	87%	87%	93%	93%
Percent of high risk food facilities receiving a minimum of 3 inspections per year	0%	8%	8%	50%	65%

<sup>1</sup>The baseline is 47 major risk factor violations per 100 inspections, based on FDA guidelines.

### Environmental Health Services (5900B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	74.0	74.0	76.0	77.0	1.0	78.0	1.0
Funded FTE	73.7	74.0	75.5	76.9	1.4	77.9	1.0
<b>Total Requirements</b>	15,001,483	15,308,394	16,081,744	14,778,269	(1,303,475)	14,571,029	(207,240)
<b>Total Sources</b>	15,102,456	15,376,725	15,977,628	14,674,153	(1,303,475)	14,466,913	(207,240)
<b>Net County Cost</b>	(100,973)	(68,332)	104,116	104,116		104,116	

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment and reductions in contract expenditures; reductions in Fund Balance and Reserves to reflect contributions to SB90 Audit and 25% remaining Reserves transfer to Non-Departmental Services.

Total Requirements	Total Sources	Net County Cost	Positions
(1,605,979)	(1,605,979)	0	0

## 2. Add Food Program Position for Increasing Inventory and Shift To Risk Based Inspections

One Environmental Health Specialist position is added as well as other program expenses to address the increase in food establishment inventory and the shift to risk-based food inspections. These costs are fully funded through fees.

Total Requirements	Total Sources	Net County Cost	Positions
252,504	252,504	0	1

## 3. Expansion of EnvisionConnect For Remote Connectivity

Environmental Health will implement the remote module of their EnvisionConnect System. EnvisionConnect Remote (ECR) will allow field staff to capture inspection data electronically in the field which will ensure more accurate data collection, provide historical inspection information in the field and allow inspection staff to verify billing information. This is a multi-year project with the first year focusing on Solid and Medical Waste Programs and then expanding to Hazardous Materials Programs and the Food Program. This project is funded by Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
277,315	0	277,315	0
(277,315)	0	(277,315)	0

## 4. Household Hazardous Waste (HHW) Site Improvements

The HHW Program collects, recycles and/or disposes of hazardous waste from San Mateo County residents at the Tower Road facility. Improvements to the infrastructure are needed to ensure health, safety and efficiency. A State grant was awarded which partially offsets the cost of paving, erecting a perimeter fence, installing a canopy and recoating the floors. A portion of this project, is funded by Reserves (\$44,000).

Total Requirements	Total Sources	Net County Cost	Positions
50,000	50,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(1,303,475)	(1,303,475)	0	1

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; elimination of one-time projects and equipment and reductions in contract expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(207,240)	(207,240)	0	0

**2. Add Food Position for Increased Inspections for Mobile Food Trucks**

A position is added to increase inspections of the growing mobile food program as recommended by the Grand Jury. Expense is offset by a reduction in extra-help salaries.

Total Requirements	Total Sources	Net County Cost	Positions
129,197	0	129,197	1
(129,197)	0	(129,197)	0

**3. Continued Implementation of EnvisionConnect Remote**

This is the second year of the EnvisionConnect Remote (ECR) implementation project and will allow expansion to the Hazardous Materials Programs and/or Food Program. The cost is funded by reserves.

Total Requirements	Total Sources	Net County Cost	Positions
318,765	0	318,765	0
(318,765)	0	(318,765)	0

**4. Household Hazardous Waste (HHW) Site Improvements**

Facility improvements will continue for the HHW program to prepare the grounds and relocate an existing storage locker from Half Moon Bay to Redwood City. The Half Moon Bay site is scheduled for closure due to low participation and close proximity to other options for HHW disposal. The cost of \$50,000 is funded by reserves.

Total Requirements	Total Sources	Net County Cost	Positions
50,000	0	50,000	0
(50,000)	0	(50,000)	0

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(207,240)	(207,240)	0	1

Environmental Health Services (5900B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	824,429	934,608	826,921	794,809	(32,112)	794,809	
Fines, Forfeitures and Penalties	101,965	93,017	100,000	110,000	10,000	110,000	
Intergovernmental Revenues	1,502,255	1,487,103	1,726,791	1,730,351	3,560	1,798,991	68,640
Charges for Services	9,925,522	9,796,103	10,315,101	10,622,351	307,250	10,667,786	45,435
Miscellaneous Revenue	454,450	486,886	300,000	410,000	110,000	410,000	
<b>Total Revenue</b>	<b>12,808,621</b>	<b>12,797,718</b>	<b>13,268,813</b>	<b>13,667,511</b>	<b>398,698</b>	<b>13,781,586</b>	<b>114,075</b>
Fund Balance	2,293,835	2,579,007	2,708,815	1,006,642	(1,702,173)	685,327	(321,315)
<b>TOTAL SOURCES</b>	<b>15,102,456</b>	<b>15,376,725</b>	<b>15,977,628</b>	<b>14,674,153</b>	<b>(1,303,475)</b>	<b>14,466,913</b>	<b>(207,240)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	9,832,103	9,836,424	10,357,624	10,840,178	482,554	10,980,407	140,229
Services and Supplies	1,981,839	2,036,038	2,278,179	2,189,304	(88,875)	2,178,708	(10,596)
Other Charges	893,706	967,466	1,020,377	1,171,013	150,636	1,202,905	31,892
<b>Gross Appropriations</b>	<b>12,707,648</b>	<b>12,839,928</b>	<b>13,656,180</b>	<b>14,200,495</b>	<b>544,315</b>	<b>14,362,020</b>	<b>161,525</b>
Intrafund Transfers			(116,625)	(107,553)	9,072	(107,553)	
<b>Net Appropriations</b>	<b>12,707,648</b>	<b>12,839,928</b>	<b>13,539,555</b>	<b>14,092,942</b>	<b>553,387</b>	<b>14,254,467</b>	<b>161,525</b>
Contingencies/Dept Reserves	2,293,835	2,468,466	2,542,189	685,327	(1,856,862)	316,562	(368,765)
<b>TOTAL REQUIREMENTS</b>	<b>15,001,483</b>	<b>15,308,394</b>	<b>16,081,744</b>	<b>14,778,269</b>	<b>(1,303,475)</b>	<b>14,571,029</b>	<b>(207,240)</b>
<b>NET COUNTY COST</b>	<b>(100,973)</b>	<b>(68,332)</b>	<b>104,116</b>	<b>104,116</b>		<b>104,116</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	74.0	74.0	76.0	77.0	1.0	78.0	1.0
Funded FTE	73.7	74.0	75.5	76.9	1.4	77.9	1.0

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	34,016	34,016	33,276	40,323	7,047	40,323	
Intergovernmental Revenues	73,119,587	65,115,084	68,028,934	72,382,236	4,353,302	73,896,479	1,514,243
Charges for Services	26,904,141	36,891,285	35,519,510	35,415,195	(104,315)	35,293,405	(121,790)
Miscellaneous Revenue	1,328,283	2,178,246	2,412,014	2,364,234	(47,780)	2,469,381	105,147
<b>Total Revenue</b>	<b>101,386,027</b>	<b>104,218,631</b>	<b>105,993,734</b>	<b>110,201,988</b>	<b>4,208,254</b>	<b>111,699,588</b>	<b>1,497,600</b>
Fund Balance	7,093,761	7,173,544	4,261,816		(4,261,816)		
<b>TOTAL SOURCES</b>	<b>108,479,788</b>	<b>111,392,175</b>	<b>110,255,550</b>	<b>110,201,988</b>	<b>(53,562)</b>	<b>111,699,588</b>	<b>1,497,600</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	46,821,454	48,219,044	50,398,596	54,130,497	3,731,901	55,133,981	1,003,484
Services and Supplies	48,104,438	48,748,421	48,819,546	51,541,035	2,721,489	52,273,738	732,703
Other Charges	29,871,266	30,975,540	33,024,120	30,399,777	(2,624,343)	30,680,990	281,213
<b>Gross Appropriations</b>	<b>124,797,158</b>	<b>127,943,006</b>	<b>132,242,262</b>	<b>136,071,309</b>	<b>3,829,047</b>	<b>138,088,709</b>	<b>2,017,400</b>
Intrafund Transfers	(4,032,705)	(2,332,591)	(3,468,467)	(2,478,287)	990,180	(2,478,287)	
<b>Net Appropriations</b>	<b>120,764,453</b>	<b>125,610,415</b>	<b>128,773,795</b>	<b>133,593,022</b>	<b>4,819,227</b>	<b>135,610,422</b>	<b>2,017,400</b>
Contingencies/Dept Reserves	5,546,099	3,521,014	3,521,014		(3,521,014)		
<b>TOTAL REQUIREMENTS</b>	<b>126,310,552</b>	<b>129,131,429</b>	<b>132,294,809</b>	<b>133,593,022</b>	<b>1,298,213</b>	<b>135,610,422</b>	<b>2,017,400</b>
<b>NET COUNTY COST</b>	<b>17,830,763</b>	<b>17,739,254</b>	<b>22,039,259</b>	<b>23,391,034</b>	<b>1,351,775</b>	<b>23,910,834</b>	<b>519,800</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	400.0	396.0	399.0	413.0	14.0	414.0	1.0
Funded FTE	380.5	378.9	378.9	395.9	17.0	399.7	3.8

## Behavioral Health and Recovery Administration (6110P)

### Program Locator

#### County

Health Services

Health System

Behavior Health and Recovery Services

▷ **BHRS Compliance, Quality Assurance and Administration**

### Program Outcome Statement

Provide programmatic and fiscal leadership and management for the BHRS Division

### Program Results

The BHRS Compliance, Quality Assurance and Administration staff defines and directs the priorities of Mental Health Youth, Adult, and Older Adult Services and Alcohol and Other Drug Services; provides general administrative support for all BHRS programs including compliance, quality improvement, personnel services, budget and finance, research and evaluation, and contract administration; and works collaboratively with all Health System programs, other County departments, and contracted vendors to ensure service quality and compliance with local, state, and federal requirements.

Compliance, Quality Assurance and Administration staff provides employees and contractors with the necessary resources to carry out the BHRS Division's mission to provide high quality, evidence-based, cost-effective, and innovative mental health and substance use prevention, treatment and recovery services. During the implementation of the BHRS electronic health record, which significantly disrupted the usual workflow, innovative communications and responses to user inquiries contributed to maintaining high staff job satisfaction. Continued efficiencies in administrative processes as a result of LEAN process improvements are expected to improve timeliness of contract completion and billing.

California's implementation of the Affordable Care Act provides opportunity for formerly uninsured people to have access to broader and more evidence based mental health and drug and alcohol benefits through the Medi-Cal expansion and Covered California. This is positive for new beneficiaries, but reforms of the existing Drug Medi-Cal program appear to be moving more slowly. In addition, provider capacity and infrastructure for participating in the new programs is not strong. Behavioral Health and Recovery Services has been nurturing the shift to evidence based practice through a multi-year training initiative, working with providers to enhance their infrastructure to participate through introduction of the electronic health record, and partnering with the Health Plan of San Mateo to introduce more medication assisted therapies. Fully capitalizing on health care reform opportunities will require a much greater integration of the processes used by primary care, behavioral health, and the Health Plan of San Mateo to target high risk beneficiaries. If successful, health care costs for these clients will decrease and their health and ability to live productively will improve.

In 2012, BHRS initiated a community planning process aimed at decentralizing operations, better integrating services, and improving access to care within San Mateo County's regions. Six new Community Service Areas (CSAs) have been designated. Five coincide with existing clinic service areas and a sixth eventually will be added in the San Bruno and South San Francisco area. BHRS staff has started work with planning groups for two CSAs to be completed in early fall. Some elements of the CSA, such as same day assistance, are being implemented immediately, but full implementation will commence in November 2013.

BHRS will implement clinical and administrative changes in our electronic information system necessary to receive Federal Meaningful Use incentive funding by December 31, 2013. Meaningful Use standards will be measured each calendar year beginning with 2014 through 2020, with the first incentive payment expected to be received in 2015 (for 2014).

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Accessibility of services as measured by percent of total Medi-Cal members in San Mateo County receiving mental health services from BHRS	7.4%	7.4%	7.4%	7.5%	7.5%
Average days to submit MediCal claim to State	87	87	87	65	50
Percent of new youth and adult clients system-wide receiving prompt access to treatment as measured by receipt of second service within 14 days of their first service	---	70%	70%	70%	70%

### Behavioral Health and Recovery Administration (6110P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	54.0	55.0	58.0	63.0	5.0	63.0	
Funded FTE	52.6	55.0	56.7	62.5	5.8	63.0	0.5
<b>Total Requirements</b>	19,778,605	18,309,645	19,384,558	15,815,520	(3,569,038)	15,971,307	155,787
<b>Total Sources</b>	18,500,794	17,521,938	18,202,263	14,514,601	(3,687,662)	14,672,207	157,606
<b>Net County Cost</b>	1,277,811	787,708	1,182,295	1,300,919	118,624	1,299,100	(1,819)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reconciliation of the budget to mid-year Salary Ordinance Amendments, use of all Reserves and Fund Balance for anticipated SB90 audit disallowances; reduced service charges for one-time IT project cost; and miscellaneous net increases.

Total Requirements	Total Sources	Net County Cost	Positions
(3,896,219)	(3,687,662)	(208,557)	2

### 2. Electronic Health Record Implementation

A full-time Project Manager is added to enhance technology functions and operate in a decentralized structure model; A half-time Senior Community Program Specialist is also added to assist contract providers with billing system to enhance billable services and a full-time Community Program Specialist II is transferred from the Adult program to reflect actual duties assigned.

Total Requirements	Total Sources	Net County Cost	Positions
327,181	0	327,181	3

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(3,569,038)	(3,687,662)	118,624	5

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and miscellaneous net increases.

Total Requirements	Total Sources	Net County Cost	Positions
155,787	157,606	(1,819)	0

## Mental Health Youth Services (6130P)

### Program Locator

County

Health Services

Health System

Behavior Health and Recovery Services

▷ **Mental Health Youth Services**

### Program Outcome Statement

Improve mental health for children, youth and their families

### Program Results

Behavioral Health & Recovery Services (BHRS) for Child / Youth provides outreach, assessment, counseling, treatment, case management, medication, and assistance with managing care to seriously emotionally disturbed children, youth and their families. In FY 2012-13, BHRS will provide services to 3,350 clients. Many children come to BHRS through the child welfare system due to abuse or neglect. Others come to BHRS through Juvenile Probation, as their mental illness or substance abuse has contributed to their involvement with the criminal justice system. BHRS also provides emergency and inpatient care for 286 children and youth in crisis as well as operating Canyon Oaks Youth Center, a 12-bed residential treatment facility. In FY 2013-14, BHRS expects to exceed a national Healthcare Effectiveness Data and Information Set (HEDIS) benchmark by providing an outpatient visit within seven days of an inpatient stay to 90% of BHRS youth in crisis.

In partnership with schools, Child Welfare, and Probation, services are provided to maintain severely emotionally disturbed youth in their homes and schools and promote their safety and well-being. BHRS, Child Welfare, and Probation have substantially reduced the out-of-home placement rate over the last five years and successfully maintained high-risk youth in community settings, a less disruptive, more cost-effective solution than placement. BHRS implemented Full Service Partnerships in 2005 to serve high-risk youth with a broad array of services in their homes and community settings. These services have helped prevent youth from being placed out-of-home, and when out-of-home placements have been necessary, these services have made it possible to return youth home sooner.

A change in state law in 2010 provides local school districts the option to significantly change the provision of mental health services for students in Special Education by selecting new providers. BHRS continues to provide mental health services for most districts' children in Special Education, and received more referrals and requests for school-based services in FY 2012-13 than the previous year. Additional collaborative efforts planned by the countywide Children and Youth System of Care (CYSOC) Committee and the School Safety Summit Task Force are focused on removing barriers to mental health services so that schools are safe and all emotionally disturbed children and youth receive access to the treatment they need to thrive. BHRS' school-based services team expect continued growth through FY 2014-15.

The recent statewide Katie A. Court Settlement requires more extensive mental health screening and assessment of children in the foster care system to shorten children's length of time in foster care and to decrease the number of children placed in multiple group homes. Starting in FY 2013-14 and continuing into FY2014-15, this mandate will increase the number of children referred to BHRS for mental health assessments and services.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Youth stay at home and in the community as measured by maintaining average monthly census of youth in group home placements < 50	48	44	44	44	44
Prompt response to children in crisis as measured by percent of youth clients who receive a follow-up visit within seven days of an inpatient stay	---	90%	90%	90%	90%
Percent of new youth clients system-wide receiving prompt access to treatment as measured by receipt of second service within 14 days of their first service	---	70%	70%	70%	70%

Mental Health Youth Services (6130P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	155.0	149.0	147.0	154.0	7.0	154.0	
Funded FTE	148.8	142.2	140.2	148.5	8.3	148.5	
<b>Total Requirements</b>	29,074,099	30,780,527	30,670,199	31,936,756	1,266,557	33,030,345	1,093,589
<b>Total Sources</b>	25,238,107	25,525,541	24,428,749	25,530,997	1,102,248	26,468,176	937,179
<b>Net County Cost</b>	3,835,992	5,254,986	6,241,450	6,405,759	164,309	6,562,169	156,410

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, and increase in 2011 Realignment and Katie A. funds that allow for increased billable services and reconcile the budget with a mid-year Salary Ordinance Amendment.

Total Requirements	Total Sources	Net County Cost	Positions
1,149,737	1,102,248	47,489	6

### 2. Youth Position for Clients in Foster Care

An Unclassified Psychiatric Social Worker II has been added to provide additional support needed to comply with court-ordered Statewide children and foster care services resulting from the Katie A. court settlement.

Total Requirements	Total Sources	Net County Cost	Positions
116,820	0	116,820	1

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,266,557	1,102,248	164,309	7

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in 2011 Realignment for EPSDT and the Katie A. court settlement that allow for increase in billable services.

Total Requirements	Total Sources	Net County Cost	Positions
1,093,589	937,179	156,410	0

## Mental Health Adult Services (6140P)

### Program Locator

County

Health Services

Health System

Behavioral Health and Recovery Services

▷ **Mental Health Adult Services**

### Program Outcome Statement

Increase the percentage of consumers attaining wellness/recovery goals

### Program Results

BHRS for Adults and Older Adults provides outreach, assessment, treatment, linkage to healthcare services, case management, medication and medication support, supported employment, education and socialization. The program also works with consumer and family groups to support the development of self-help resources. Mental health and co-occurring substance use disorder services are provided to almost 10,000 adults and older adults annually. Additionally, psychiatric emergency and inpatient services are provided for people in crisis, intensive case management, residential and supported housing alternatives are provided for the most vulnerable BHRS population, and services are provided to people discharged from jail. Services are co-located with primary care and are offered through specialty mental health teams for those who have greater needs. BHRS works closely with community partners to provide opportunities for individuals and families to improve their wellness and recovery.

BHRS for Adults and Older Adults promotes individual recovery, improved well-being and quality of life, and independent living in the community for adults who suffer from serious mental illness. Evidenced-based mental health services improve functioning and stability and avoid unnecessary hospitalization, arrests and other negative outcomes such as homelessness. The Mental Health Services Act funded Full Service Partnerships (FSP) that “do whatever it takes” to keep their clients living safely in the community have contributed to these results. FSP clients experienced a reduction in the number of hospital inpatient days by 39.5%. All programs serving adults and older adults focus on fostering healthy outcomes, reducing isolation and keeping clients engaged in meaningful activities and promoting their safety and well-being. In FY 2013-14, it is expected that 76% of clients surveyed will indicate they have benefited from mental health services. By implementing the Community Service Areas (CSA) models in six regional communities in FY 2013-14 and FY 2014-15, it is expected that BHRS and its community partners will improve access to mental health and drug and alcohol services. In FY 2013-1014, Adult Services expects to exceed a national Healthcare Effectiveness Data and Information Set (HEDIS) benchmark by providing an outpatient visit within seven days of an inpatient stay to 69% of BHRS adults in crisis.

The provision of services for clients on probation with Criminal Justice Realignment Eligibility will continue to be provided through Service Connect. This collaborative program with the Human Services Agency and Probation works to reduce recidivism and maintain public safety by engaging with clients upon release from prison/jail and helping them integrate successfully into the community. BHRS provides mental health and alcohol and substance use services for these clients and helps connect them to medical care. The services available to this population will be expanded in FY 2013-14, and will continue through FY 2014-15.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of adult clients indicating they have benefitted from mental health treatment	76%	76%	76%	76%	76%
Prompt response to adults in crisis as measured by percent of adult clients who receive a follow-up visit within 7 days of an inpatient stay	---	69%	69%	69%	69%
Percent of new adult clients system-wide receiving prompt access to treatment as measured by receipt of second service within 14 days of their first service	---	70%	70%	70%	70%

## Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	162.0	167.0	170.0	173.0	3.0	174.0	1.0
Funded FTE	151.8	158.2	159.5	162.9	3.5	166.2	3.3
Total Requirements	61,931,040	64,187,319	64,800,339	67,691,446	2,891,107	68,982,166	1,290,720
Total Sources	54,267,306	56,740,709	55,237,672	57,254,421	2,016,749	58,206,652	952,231
Net County Cost	7,663,734	7,446,610	9,562,667	10,437,025	874,358	10,775,514	338,489

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in contract services and other service areas consistent with increases in 1991 Realignment growth, 2011 Realignment for Criminal Justice programming and MHSAs funds.

Total Requirements	Total Sources	Net County Cost	Positions
2,856,427	1,927,277	929,150	1

#### 2. Criminal Justice Program Changes

The following positions have been added for three months to continue services previously offered by the Achieve 180 grant: Supervising Mental Health Clinician, Psychiatric Social Worker II and Case Management/Assessment Specialist II. The Achieve 180 Grant will expire in 2014 and these positions will continue and be funded by Criminal Justice (AB109).

Total Requirements	Total Sources	Net County Cost	Positions
89,472	89,472	0	3

#### 3. BHRS Adult and Older Adult Mental Health Services Program Staffing

Deleted a vacant Community Mental Health Nurse and Marriage and Family Therapist and added a Nurse Practitioner and Mental Health Program Specialist to better reflect program needs and transferred a Community Program Specialist to Administration to reflect actual duties assigned.

Total Requirements	Total Sources	Net County Cost	Positions
(54,792)	0	(54,792)	(1)

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
2,891,107	2,016,749	874,358	3

**FY 2014-15 Program Funding Adjustments**

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; annualization of positions added in year one, increase in services consistent with increases in 1991 Realignment growth, 2011 Realignment for Criminal Justice programming and MHSA funds.

Total Requirements	Total Sources	Net County Cost	Positions
1,189,183	850,694	338,489	0

**2. Increased Referrals Due to the Affordable Care Act**

A Case Management/Assessment Specialist II has been added to Primary Care Interface Unit in anticipation of increase in referrals for substance abuse program services under the Affordable Care Act.

Total Requirements	Total Sources	Net County Cost	Positions
101,537	101,537	0	1

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
1,290,720	952,231	338,489	1

## Alcohol and Other Drug Services (6170P)

### Program Locator

County

Health Services

Health System

Behavioral Health and Recovery Services

▷ **Alcohol and Other Drug Services**

### Program Outcome Statement

Prevent and treat substance use/abuse, and support clients' recovery

### Program Results

As part of the Behavioral Health and Recovery Services Division (BHRS), Alcohol and Other Drug Services (AOD) provides substance use prevention, treatment, case management, and recovery services to individual clients and their families. In FY 2013-14 and FY 2014-15, AOD will provide treatment to an estimated 2,800 individuals. There is some uncertainty associated with this estimate due to both the impact of improved coverage and substance use disorder benefits for formerly uninsured people through the Affordable Care Act, and the challenge people with addictions will have navigating and becoming enrolled in the new programs. Based on state and national prevalence rates, AOD will serve approximately 12% of individuals needing services in San Mateo County. Treatment services are provided by a network of 14 community-based providers who deliver outpatient, detoxification, day treatment, residential treatment, and narcotic replacement therapy under contract and oversight by AOD.

AOD ensures clients receive high quality services by promoting the use of evidence-based practices by all providers. AOD supports a "continuing care and support" model which reflects research that addiction is a chronic relapsing disease. AOD staff ensures regulatory compliance, contract oversight and accountability, quality assurance, and best practice implementation.

To reduce the use, abuse, and impact of alcohol and drug related problems in our communities through coordinated prevention efforts, AOD supports community partnerships. Seven communities in San Mateo County have prevention partnerships aimed at reducing the impacts of alcohol and drug use. Prevention partnerships build community capacity and improve safety in neighborhoods, enhance social cohesion, foster prosperity, and reduce the stigma of substance abuse. Treatment and case management services enable clients to attain sobriety and recovery, achieve stable employment and housing, and engage in positive relationships. The percentage of clients completing treatment services is expected to continue at the high level attained in FY 2011-12 and significantly exceeds statewide performance.

Major initiatives in FY 2013-14 and FY 2014-15 include expansion of substance use disorder treatment services to the newly eligible population through the Affordable Care Act and coordination with the Health Plan of San Mateo and Primary Care to improve overall health and wellness; enhancement of treatment and recovery supports for Criminal Justice Realignment eligible clients and high risk individuals discharged from jail; implementation of a new Strategic Prevention Framework; and, alignment of AOD program services to the new BHRS Community Service Area (CSA) model.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
The percent of clients who report abstinence from alcohol and other drug use at discharge	55.7%	55%	50%	55%	55%
The percent of clients who are referred to a treatment provider for services who are subsequently admitted (data development)	---	Data Development	---	---	---
The percent of clients who successfully complete treatment	54.9% Statewide 38.8%	55%	59.4% Statewide 38.8%	55%	55%

Alcohol and Other Drug Services (6170P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	29.0	25.0	24.0	23.0	(1.0)	23.0	
Funded FTE	27.4	23.5	22.5	22.0	(0.5)	22.0	
<b>Total Requirements</b>	15,526,808	15,853,938	17,439,713	18,149,300	709,587	17,626,604	(522,696)
<b>Total Sources</b>	10,473,582	11,603,987	12,386,866	12,901,969	515,103	12,352,553	(549,416)
<b>Net County Cost</b>	5,053,226	4,249,951	5,052,847	5,247,331	194,484	5,274,051	26,720

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; use of reserves and fund balance for anticipated SB90 audit disallowances; and miscellaneous net increase consistent with increases in 2011 Realignment for Drug MediCal and Medicaid Coverage Expansion (MCE) funds for substance abuse services.

Total Requirements	Total Sources	Net County Cost	Positions
445,197	515,103	(69,906)	(1)

## 2. Reentry Grant County Match

Eliminated intrafund transfer from County Manager's Office for the Achieve 180 grant which increased the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
264,390	0	264,390	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
709,587	515,103	194,484	(1)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and eliminated costs and funding associated with the Achieve 180 grant program.

Total Requirements	Total Sources	Net County Cost	Positions
(522,696)	(549,416)	26,720	0

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## Family Health Services (6240B)

### Program Locator

County

Health Services

Health System

▷ **Family Health Services**

### Program Outcome Statement

Improve the health of children, families and communities

### Program Results

Family Health Services (FHS) provides services to over 25,000 low-income clients annually. FHS conducts approximately 16,000 home visits based upon evidenced-based models to teach parenting and nutrition skills, provides healthy food to mothers and children, and links families to other services as necessary. FHS also provides physical and occupational therapy to approximately 500 children with severe disabilities. Parenting classes, parenting support groups, and nutrition education clinics are also offered. FHS collaborates with community organizations, leads group efforts to improve community health, and staffs immunization clinics. Programs include Prenatal-to-Three, California Children's Services, Child Health and Disability Services, Field Nursing, Adolescent Family Life Program, Black Infant Health, Nurse-Family Partnership, Maternal and Child Adolescent Health, Chronic Disease and Injury Prevention, Network for a Healthy California, and Women Infant and Children Program (WIC).

FHS improves the health of low-income children and helps to eliminate health disparities by intervening early in their lives. The immunization rate for low-income children in San Mateo County is 87%, nearly meeting the Healthy People 2010 goal of 90%. Immunizations against measles, diphtheria, whooping cough, tetanus, polio, mumps, rubella, chicken pox, flu, hepatitis and some causes of childhood meningitis, pneumonia and diarrhea are extremely effective at decreasing childhood morbidity and mortality.

FHS Home Visiting aims to provide effective services in a timely manner, setting a goal of providing 90% of clients with at least one service within 10 business days of enrollment in our health record system. To date, 88% of clients are served in a timely manner.

Eighty-six percent of newborns seen by Women, Infants, and Children (WIC) program are breastfed. The current performance level of 86% is projected to continue and exceed the goal of 82% developed by the U.S. Department of Health and Human Services as part of Healthy People 2010. Breastfeeding decreases the incidence of childhood illnesses and has been linked to cognitive gains. For the mother, breastfeeding reduces the risk of breast and ovarian cancer and helps her bond with her baby. Breastfeeding impacts the community by reducing healthcare costs and reducing waste related to bottles and formula.

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 Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of low-income children up-to-date on immunizations at age two	89%	90%	87%	90%	90%
Percent of Home Visiting clients receiving services within 10 working days of first contact	89%	90%	88%	90%	90%
Percent of infants served by WIC who are breastfed (HP 2020 Benchmark: 81.9%)	85%	86%	86%	86%	86%

## Family Health Services (6240B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	177.0	168.0	173.0	177.0	4.0	177.0	
Funded FTE	165.9	160.0	165.0	168.9	3.9	168.9	
<b>Total Requirements</b>	25,975,411	25,824,792	27,114,735	28,010,418	895,683	28,160,221	149,803
<b>Total Sources</b>	18,725,357	18,662,254	19,367,926	19,936,090	568,164	19,918,479	(17,611)
<b>Net County Cost</b>	7,250,054	7,162,538	7,746,809	8,074,328	327,519	8,241,742	167,414

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, adjustments to positions based on mid-year Salary Ordinance Amendments and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; increases to automation service charges and telephone charges; increases to facility rental charges; increased reimbursements (Intrafund Transfers) from other divisions of the Health System and other departments; elimination of one-time Fund Balance and Reserves to reflect the SB90 contribution and 25% transfer to Non-Departmental; and adjustments to state and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
568,164	895,683	327,519	4

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment; increases to automation service charges and telephone charges; increases to facility rental charges; increased reimbursements (Intrafund Transfers) from other divisions of the Health System and other departments; elimination of one-time Fund Balance; and adjustments to state and federal revenues.

Total Requirements	Total Sources	Net County Cost	Positions
149,803	(17,611)	167,414	0

Family Health Services (6240B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	1,500						
Intergovernmental Revenues	11,283,108	10,661,277	12,091,312	14,301,349	2,210,037	14,301,349	
Charges for Services	3,297,864	3,764,734	3,647,468	4,016,989	369,521	4,121,961	104,972
Miscellaneous Revenue	2,052,742	2,139,525	2,016,312	974,607	(1,041,705)	992,940	18,333
<b>Total Revenue</b>	<b>16,635,214</b>	<b>16,565,536</b>	<b>17,755,092</b>	<b>19,292,945</b>	<b>1,537,853</b>	<b>19,416,250</b>	<b>123,305</b>
Fund Balance	2,090,143	2,096,718	1,612,834	643,145	(969,689)	502,229	(140,916)
<b>TOTAL SOURCES</b>	<b>18,725,357</b>	<b>18,662,254</b>	<b>19,367,926</b>	<b>19,936,090</b>	<b>568,164</b>	<b>19,918,479</b>	<b>(17,611)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	20,032,855	20,193,785	22,149,143	22,967,708	818,565	23,251,404	283,696
Services and Supplies	3,481,673	3,241,583	3,519,749	3,771,069	251,320	3,708,858	(62,211)
Other Charges	1,962,101	1,813,443	1,854,754	2,118,897	264,143	2,135,882	16,985
Fixed Assets	106,750	122,425	62,575	62,575			(62,575)
<b>Gross Appropriations</b>	<b>25,583,379</b>	<b>25,371,236</b>	<b>27,586,221</b>	<b>28,920,249</b>	<b>1,334,028</b>	<b>29,096,144</b>	<b>175,895</b>
Intrafund Transfers	(901,607)	(840,083)	(1,261,125)	(1,412,060)	(150,935)	(1,438,152)	(26,092)
<b>Net Appropriations</b>	<b>24,681,772</b>	<b>24,531,153</b>	<b>26,325,096</b>	<b>27,508,189</b>	<b>1,183,093</b>	<b>27,657,992</b>	<b>149,803</b>
Contingencies/Dept Reserves	1,293,639	1,293,639	789,639	502,229	(287,410)	502,229	
<b>TOTAL REQUIREMENTS</b>	<b>25,975,411</b>	<b>25,824,792</b>	<b>27,114,735</b>	<b>28,010,418</b>	<b>895,683</b>	<b>28,160,221</b>	<b>149,803</b>
<b>NET COUNTY COST</b>	<b>7,250,054</b>	<b>7,162,538</b>	<b>7,746,809</b>	<b>8,074,328</b>	<b>327,519</b>	<b>8,241,742</b>	<b>167,414</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	177.0	168.0	173.0	177.0	4.0	177.0	
Funded FTE	165.9	160.0	165.0	168.9	3.9	168.9	

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## Correctional Health Services (6300B)

### Program Locator

County

Health Services

Health System

▷ **Correctional Health Services**

### Program Outcome Statement

Improve the health of children and adults in custody

### Program Results

Correctional Health Services (CHS) provides comprehensive and timely physical health, mental health, and substance use disorder treatment services as well as quality, customer-oriented meals and nutrition services to the incarcerated population of San Mateo County.

Each year, Correctional Health Services provides approximately 20,000 medical screenings to adults and youths in custody and prepares approximately 1.5 million meals served at the seven correctional facilities. In the next two fiscal years, it is expected that 98% of offenders will receive timely histories and physicals, in compliance with Corrections regulations.

The Choices program provides intensive substance use disorder treatment using an evidenced based therapeutic community model. Self-reported surveys are administered at intake and discharge from the program and measure the impact of treatment including a reduction in criminogenic thinking. It is anticipated that eighty percent of inmates who participate in Choices for at least 30 days, will demonstrate a decline in criminal thinking when pre- and post- test scores are compared.

CHS identifies and provides basic mental health services to 2,400 mentally ill adults. The percentage of inmates evaluated by a CHS Psychiatrist within seven days upon verification and administration of psychiatric medication is expected to be 85% in FY 2013-14 and FY 2014-15. This is an Institute for Medical Quality standard which is an accrediting body that determines standards of care for correctional facilities.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of participants who will demonstrate a reduction in criminal thinking after participation in Choices	--	--	80%	80%	80%
Percent of offenders receiving timely histories and physicals: --Juveniles (within 96 hours of incarceration)	100%	98%	98%	98%	98%
--Adults (by 14th day of incarceration)	100%	98%	98%	98%	98%
Percent of inmates evaluated by a CHS psychiatrist within seven days upon verification and administration of psychiatric medication: IMQ Standard: 100%	80%	85%	85%	85%	95%

## Correctional Health Services (6300B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	90.0	88.0	87.0	88.0	1.0	88.0	
Funded FTE	85.8	84.1	83.1	84.8	1.8	84.8	
<b>Total Requirements</b>	9,640,414	8,757,891	10,083,722	10,509,025	425,303	10,463,848	(45,177)
<b>Total Sources</b>	1,306,576	2,025,664	2,709,566	2,848,355	138,789	2,760,932	(87,423)
<b>Net County Cost</b>	8,333,838	6,732,227	7,374,156	7,660,670	286,514	7,702,916	42,246

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, adjustments based on mid-year Salary Ordinance Amendments, increases in retirement contributions, health benefit costs; elimination of one-time Fund Balance; adjustments to contracts; adjustments to medical supplies, drugs and pharmaceuticals, food, and other accounts; adjustments to Realignment and other revenues; reduction of Reserves to reflect the SB90 contribution and 25% transfer of Reserves to Non-Departmental; and increased reimbursements (Intrafund Transfers) for Correctional Food Services cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
308,483	21,969	286,514	0

#### 2. Addition of a Marriage and Family Therapist For Discharge Planning

One Marriage and Family Therapist II has been added to assist inmates in discharge planning before release into the community. This position will complete needs assessments of inmates and connect them to community resources upon discharge. This position will be funded by AB109 Criminal Justice Realignment funding.

Total Requirements	Total Sources	Net County Cost	Positions
116,820	116,820	0	1

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
425,303	138,789	286,514	1

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance; adjustments to contracts; adjustments to medical supplies, drugs and pharmaceuticals, food, and other accounts; adjustments to Realignment and other revenues; and increased reimbursements (Intrafund Transfers) for Correctional Food Services cost increases.

Total Requirements	Total Sources	Net County Cost	Positions
(45,177)	(87,423)	42,246	0

Correctional Health Services (6300B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	132,026	802,231	1,426,189	1,641,783	215,594	2,219,913	578,130
Charges for Services	2,229	2,319	1,600	2,700	1,100	2,700	
Interfund Revenue	340,444	340,444	340,444	340,444		340,444	
Miscellaneous Revenue	86,026	109,707	24,162	24,162		24,162	
<b>Total Revenue</b>	<b>560,724</b>	<b>1,254,701</b>	<b>1,792,395</b>	<b>2,009,089</b>	<b>216,694</b>	<b>2,587,219</b>	<b>578,130</b>
Fund Balance	745,852	770,963	917,171	839,266	(77,905)	173,713	(665,553)
<b>TOTAL SOURCES</b>	<b>1,306,576</b>	<b>2,025,664</b>	<b>2,709,566</b>	<b>2,848,355</b>	<b>138,789</b>	<b>2,760,932</b>	<b>(87,423)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	11,559,400	11,832,176	11,971,427	12,350,311	378,884	12,446,082	95,771
Services and Supplies	4,842,187	4,385,257	4,649,954	5,358,515	708,561	5,443,513	84,998
Other Charges	461,637	420,823	1,090,629	614,655	(475,974)	610,310	(4,345)
Fixed Assets				151,618	151,618		(151,618)
<b>Gross Appropriations</b>	<b>16,863,224</b>	<b>16,638,255</b>	<b>17,712,010</b>	<b>18,475,099</b>	<b>763,089</b>	<b>18,499,905</b>	<b>24,806</b>
Intrafund Transfers	(7,646,473)	(8,063,585)	(7,879,906)	(8,139,787)	(259,881)	(8,209,770)	(69,983)
<b>Net Appropriations</b>	<b>9,216,751</b>	<b>8,574,670</b>	<b>9,832,104</b>	<b>10,335,312</b>	<b>503,208</b>	<b>10,290,135</b>	<b>(45,177)</b>
Contingencies/Dept Reserves	423,663	183,221	251,618	173,713	(77,905)	173,713	
<b>TOTAL REQUIREMENTS</b>	<b>9,640,414</b>	<b>8,757,891</b>	<b>10,083,722</b>	<b>10,509,025</b>	<b>425,303</b>	<b>10,463,848</b>	<b>(45,177)</b>
<b>NET COUNTY COST</b>	<b>8,333,838</b>	<b>6,732,227</b>	<b>7,374,156</b>	<b>7,660,670</b>	<b>286,514</b>	<b>7,702,916</b>	<b>42,246</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	90.0	88.0	87.0	88.0	1.0	88.0	
Funded FTE	85.8	84.1	83.1	84.8	1.8	84.8	

## San Mateo Medical Center (6600B)

### Program Locator

#### County

Health Services

Health System

▷ **San Mateo Medical Center**

### Program Outcome Statement

Open doors to excellence in healthcare

### Program Results

San Mateo Medical Center is a 509-bed public hospital and clinic system fully accredited by the Joint Commission. The Medical Center operates outpatient clinics throughout San Mateo County, an acute care hospital, a long-term care facility in San Mateo, and a long term care facility in Burlingame through a management agreement with a private vendor.

The Medical Center provides inpatient and outpatient medical care including Intensive Care, Surgery, Emergency Care, Infusion, Respiratory Therapy, and Domestic Violence Intervention. The Medical Center also provides Diagnostic Imaging (e.g., x-rays, MRIs, mammograms, EEG/EKG procedures), Rehabilitation, and Laboratory and Pharmacy services as part of patients' overall care. There are 64 Medical-Surgical beds, seven Intensive Care Unit beds, three Operating Rooms, and 15 Emergency Room beds at the Medical Center, offering care to 2,800 patients (13,000 inpatient days) annually. The Medical Center also provides 44,000 emergency visits and 3,600 hours of infusion procedures each year.

In addition to the acute care hospital, the Medical Center operates 11 clinics throughout the County that provide primary healthcare and preventive services. Through these clinics, the Medical Center will treat 64,000 unique patients for a total of 257,000 clinic visits, including 79,000 pediatric visits, 20,000 OB/GYN visits, 17,000 senior care visits, and 19,000 dental visits. In November 2013, three of our clinics in the South County will be consolidated into a new building that will increase our capacity by about 1,800 patients and 3,600 visits per year, and reduce the clinic count to nine.

The Medical Center also provides emergency psychiatric evaluation and crisis stabilization to mentally ill patients who come in voluntarily or involuntarily (via police or paramedics). For those patients who are very ill and need extended treatment, the program provides inpatient psychiatric treatment in a locked inpatient acute psychiatric unit. Other patients receive consultations by psychiatrists and psychologists at the medical wards, in long term care or through the Innovative Care Clinic. The Medical Center will provide 3,600 psychiatric evaluations in the psychiatric emergency unit, and care for 650 patients on the inpatient psychiatric unit for a total of 8,600 inpatient psychiatric days each year.

For elderly and disabled patients in need of assistance with activities of daily living, the Medical Center provides long-term nursing care and rehabilitation on a 24/7 basis. The Medical Center has a licensed occupancy of 375 beds, of which 62 beds are at the San Mateo facility, 31 in use in our 1A unit and 31 in suspension in our 1B unit. The remaining beds are located at the Burlingame facility and operated through a management agreement with a private provider. The Medical Center provides skilled rehabilitation, creative arts and recreation therapy, skilled nursing, end-of-life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy for patients at the San Mateo facility. The Medical Center will provide 230 patients with 11,000 days of 24/7 care each year.

San Mateo Medical Center will meet regulatory requirements, come in on budget, and provide efficient, effective and high quality of care to all patients. The focus of the Medical Center over the coming years will be to monitor and respond to the challenges and opportunities of health care reform, to continue meeting the extensive quality milestones

required by the Medi-Cal Waiver and to fulfill the federal requirements for the meaningful use of electronic medical records. Successfully meeting these challenges will require the Medical Center to become a high value, high quality, low cost integrated delivery system while consistently providing an excellent patient experience.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of publicly reported quality measures scoring in the 90 <sup>th</sup> percentile	25 <sup>th</sup> percentile	50 <sup>th</sup> percentile	27 <sup>th</sup> percentile	50 <sup>th</sup> percentile	90 <sup>th</sup> percentile
Cost per patient per month	\$296	\$311	\$277	\$287	\$277
Percentage of eligible patients (seen at least twice in a clinic within a year) who are assigned to a Primary Care Provider	97%	97%	97%	98%	98%

## San Mateo Medical Center (6600B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	1,227.0	1,158.0	964.0	992.0	28.0	992.0	
Funded FTE	1,112.2	1,061.9	893.7	920.4	26.7	920.7	0.4
<b>Total Requirements</b>	<b>267,399,276</b>	<b>264,763,379</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
<b>Total Sources</b>	<b>267,399,276</b>	<b>264,763,379</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, adjustments to realign the budget with mid-year Master Salary Ordinances, reduction of the County subsidy by \$18 million due to the conclusion of the Burlingame Long Term Care transition and the removal of one-time capital expenses. Revenues have further been adjusted to include a one-time increase in Tobacco Settlement funds and an increase in the Hospital Fee. We also will have an increase in the cost of supplies of \$4 million due to a 2.3% excise tax on medical devices and increased utilization. In addition, provider contract costs will increase by \$2 million as a result of the Medical Center's concerted efforts to reduce the backlog of requests for specialty appointments. The increases and decreases net to a \$5.2 million decrease in Net County Cost. However, the Net County Cost has been reallocated to cover the items below.

Total Requirements	Total Sources	Net County Cost	Positions
(2,076,124)	3,193,657	(5,269,781)	18

#### 2. Affordable Care Act (ACA)

There will be many changes to our revenues and costs as a result of the Affordable Care Act. We estimate approximately 8,900 patients will shift to Medi-Cal coverage when the Low Income Health Program (LIHP) ends on December 31, 2013. As a result of this change, the Medical Center is projecting a reduction of \$6.5 million in LIHP payments in FY2013-14, and no LIHP payments in FY2014-15. However, the Medical Center will no longer be responsible for the out of network costs for the LIHP participants, reducing our costs by \$3.7 million. We also project we will receive an increase in Medi-Cal revenue totaling \$3.2 million. We estimate additional revenue of \$1.8 million from Covered California will be generated from serving some portion of the 1,900 ACE county members who will be eligible for Covered California insurance. We estimate the ACA will result in a decrease in supplemental revenues by \$4.2 million due to reductions in Disproportionate Share Hospital payments.

In addition, an estimated 4,000 people will newly be eligible for Medi-Cal (in addition to the 8,900 existing MCE patients who will be transferred automatically to Medi-Cal), and an additional 6,300 people who currently are eligible for Medi-Cal may enroll due to the expanded outreach. A portion of these individuals will enroll in Medi-Cal in FY 2013-14, and a portion of those who enroll will be served at the Medical Center. Additionally, there will be additional revenue from ACE and uninsured patients visiting the Emergency Room due to a change in the Medi-Cal rules that provide payment

for emergency room and related services for a larger number of uninsured. We have estimated the net Medi-Cal revenue from serving these new patients will be \$1.1 million in FY 2013-14 due to a slow ramp up in enrollment. Netting the decreases and increases in revenue results in essentially a neutral estimate of the impact of the ACA in FY 2013-14. The State budget passed on June 15, 2013 will result in multiple changes to our revenues. These changes will be provided in a September revision to the budget.

Total Requirements	Total Sources	Net County Cost	Positions
(3,702,374)	(3,867,493)	165,119	0

### **3. South County Consolidation and Operating Room Service Expansion**

Three clinics in the South County (Fair Oaks, Fair Oaks Children's and Willow) are consolidating into one facility in the fall of 2013. Three full-time positions are being added to support the new clinic: a Staff Physician to support capacity expansion, a Pharmacist to see and consult with patients and manage prescription orders and refills, and a Social Worker to connect with patients recently discharged from the hospital and to work with the providers to ensure continuity of care and connection with social supports for patients. These positions are supported by patient revenues and are within the Net County Cost target for the Medical Center. In addition, the Surgery Department is expanding the operational hours of two of its three operating rooms from eight to 10. A full-time Perioperative Nurse is being added to support the expansion which will be supported by increased patient revenue.

Total Requirements	Total Sources	Net County Cost	Positions
2,720,842	2,561,383	159,459	4

### **4. Psychiatric Services Expansion**

To meet the requirements of the federal Delivery System Reform Improvement Program, the Medical Psychiatry Clinic must expand its weight management program to two clinics and expand the screening of diabetics in the Innovative Care Clinic. A part-time unclassified Psychologist II and part-time unclassified Program Coordinator I are being added to provide these services. A full-time Psychiatrist is also being added to replace the use of extra help staff to cover night shifts and weekends because we are having increasing difficulty recruiting extra help to cover these shifts. These positions are supported within our existing budget.

Total Requirements	Total Sources	Net County Cost	Positions
133,999	0	133,999	3

### **5. Digital Mammography Unit**

The San Mateo County Health Foundation is providing the Medical Center with a one-time grant of \$670,000 to fund the acquisition of a digital mammography unit with an additional \$80,000 being provided by the Board of Supervisors to complete the funding for the project.

Total Requirements	Total Sources	Net County Cost	Positions
750,000	670,000	80,000	0

#### 6. Sequoia Health Care District Grant

The Sequoia Health Care District provided the Medical Center with a one-time grant of \$4.3 million to fund tenant improvements in the new South County Clinic facility. The first \$2.0 million was used in FY 2012-13 and the remaining \$2.3 million is being budgeted in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
2,300,000	2,300,000	0	0

#### 7. Ambulatory Care Services Position Changes

Two Ambulatory Care Nurse positions are being added to the Coastside clinic to respond to an increase in patient visits, and a vacant Physician's Assistant position is being deleted to partially offset the cost.

Total Requirements	Total Sources	Net County Cost	Positions
175,954	0	175,954	1

#### 8. Ancillary and Support Services Position Changes

A Patient Services Assistant position will be added in the Laboratory Department to align with the needs of the unit, and extra help will be reduced to partially offset its cost. A Medical Services Assistant II position will be added to the Materials Management Department to support the increasing volumes of sterile processing needed in the operating rooms, and extra help will be reduced to partially offset its cost. These positions are supported within our existing budget.

Total Requirements	Total Sources	Net County Cost	Positions
51,414	0	51,414	2

#### 9. Capital Purchases

The Medical Center is purchasing furnishings and equipment for the new South County Health Center at a cost of \$4.3 million. An additional \$1.7 million in equipment and IT upgrades to support our electronic health systems will also be purchased.

Total Requirements	Total Sources	Net County Cost	Positions
6,217,987	0	6,217,987	0

#### 10. Revenue Cycle Initiative

The Medical Center will improve the Payment to Charge Ratio from 23.4% in current level budget to 23.9% in recommended level budget resulting in a Net Revenue increase of \$1.7 million. This improvement will be accomplished through better charge capture, patient registration, bill accuracy and timeliness, and collection follow up.

Total Requirements	Total Sources	Net County Cost	Positions
0	1,714,151	(1,714,151)	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
6,571,698	6,571,698	0	28

**FY 2014-15 Program Funding Adjustments**

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; annualization of the changes related to ACA and position changes as well as the removal of one-time funding and expenses, including \$3.2M in one-time tobacco settlement money that is being backfilled by an increase in the Net County Cost, and funding from the County for emergency room nurses that were added in FY 2013-14. The State budget passed on June 15, 2013 will result in multiple changes to our revenues. These changes will be provided in a September revision to the budget.

Total Requirements	Total Sources	Net County Cost	Positions
(4,695,987)	(6,589,757)	1,893,770	0

**2. Brius Rent Reimbursement**

Of the total rent paid by the Medical Center to Brius, LLC for the Burlingame Long Term Care operations, \$750,000 plus interest will be refunded to the Medical Center based on the lease agreement.

Total Requirements	Total Sources	Net County Cost	Positions
0	784,687	(784,687)	0

**3. Capital Purchases**

The budget for capital expenses is being reduced to align with the Medical Center's anticipated equipment and facility needs.

Total Requirements	Total Sources	Net County Cost	Positions
(1,109,083)	0	(1,109,083)	0

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(5,805,070)	(5,805,070)	0	0

San Mateo Medical Center (6600B)  
ALL FUNDS

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	(10,757)						
Use of Money and Property	8,875	4,423					
Intergovernmental Revenues	75,534,143	72,330,470	79,978,050	81,801,990	1,823,940	64,628,996	(17,172,994)
Charges for Services	149,942,131	103,350,370	86,665,293	96,886,489	10,221,196	116,278,921	19,392,432
Interfund Revenue	11,623,765	1,560,824	1,461,586	1,835,504	373,918	1,835,504	
Miscellaneous Revenue	4,851,127	13,617,547	11,479,897	14,181,169	2,701,272	8,629,656	(5,551,513)
Other Financing Sources	21,946,869	59,480,977	77,570,176	62,021,548	(15,548,628)	66,548,553	4,527,005
<b>Total Revenue</b>	<b>263,896,152</b>	<b>250,344,610</b>	<b>257,155,002</b>	<b>256,726,700</b>	<b>(428,302)</b>	<b>257,921,630</b>	<b>1,194,930</b>
Fund Balance	3,503,124	14,418,769		7,000,000	7,000,000		(7,000,000)
<b>TOTAL SOURCES</b>	<b>267,399,276</b>	<b>264,763,379</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	147,619,430	150,000,046	137,375,484	142,485,374	5,109,890	143,747,517	1,262,143
Services and Supplies	66,206,087	72,527,261	71,533,178	78,455,147	6,921,969	75,278,015	(3,177,132)
Other Charges	27,656,108	31,527,861	30,020,610	23,387,660	(6,632,950)	23,164,251	(223,409)
Fixed Assets		2,983,321	6,640,501	9,159,083	2,518,582	5,000,000	(4,159,083)
Other Financing Uses	9,979,427	10,348,256	11,585,229	10,239,436	(1,345,793)	10,731,847	492,411
<b>Net Appropriations</b>	<b>251,461,052</b>	<b>267,386,745</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
Non-General Fund Reserves	15,938,225	(2,623,366)					
<b>TOTAL REQUIREMENTS</b>	<b>267,399,276</b>	<b>264,763,379</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1,227.0	1,158.0	964.0	992.0	28.0	992.0	
Funded FTE	1,112.2	1,061.9	893.7	920.4	26.7	920.7	0.4

## Contributions to Medical Center (5850B)

### Program Locator

County

Health Services

Health System

▷ **Contributions to the Medical Center**

### Program Outcome Statement

Improve health for uninsured, low-income residents

### Program Results

The County contribution to the Medical Center (SMMC) supports mandated services under Section 17000 of the California Welfare and Institutions Code, which requires the County to provide medical care services to indigent residents. The Contribution is made up of three components: Intergovernmental Transfers (IGT) to the State to qualify for matching State Medi-Cal reimbursement via the Health Plan of San Mateo (HPSM); a payment to HPSM to reimburse medical providers including SMMC for services provided to ACE clients (Access and Care for Everyone); and a contribution to support SMMC's additional indigent care costs.

### Contributions to Medical Center (5850B)

#### Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	64,453,813	57,980,977	77,570,176	65,259,592	(12,310,584)	66,528,553	1,268,961
Total Sources	18,123,584	16,246,122	16,246,123	19,484,166	3,238,043	16,246,123	(3,238,043)
Net County Cost	46,330,229	41,734,855	61,324,053	45,775,426	(15,548,627)	50,282,430	4,507,004

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to remove one-time costs associated with the transfer of Burlingame Long Term Care to a private vendor which was offset by a one-time increase in Tobacco Settlement funds and minor increases in salary and benefit costs for Medical Center staff.

Total Requirements	Total Sources	Net County Cost	Positions
(12,310,584)	3,238,043	(15,548,627)	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to remove the one-time increase in Tobacco Settlement funds and increased County Contribution related to increase staffing costs in the Emergency Room and other minor increases in salary and benefit costs for Medical Center staff.

Total Requirements	Total Sources	Net County Cost	Positions
1,268,961	(3,238,043)	4,507,004	0

Contributions to Medical Center (5850B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	10,634,067	10,634,066	10,634,067	10,634,067		10,634,067	
Miscellaneous Revenue	7,489,517	5,612,056	5,612,056	8,850,099	3,238,043	5,612,056	(3,238,043)
<b>TOTAL SOURCES</b>	<b>18,123,584</b>	<b>16,246,122</b>	<b>16,246,123</b>	<b>19,484,166</b>	<b>3,238,043</b>	<b>16,246,123</b>	<b>(3,238,043)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	42,506,944						
Other Financing Uses	21,946,869	59,480,977	77,570,176	65,259,592	(12,310,584)	66,528,553	1,268,961
<b>Gross Appropriations</b>	<b>64,453,813</b>	<b>59,480,977</b>	<b>77,570,176</b>	<b>65,259,592</b>	<b>(12,310,584)</b>	<b>66,528,553</b>	<b>1,268,961</b>
Intrafund Transfers		(1,500,000)					
<b>TOTAL REQUIREMENTS</b>	<b>64,453,813</b>	<b>57,980,977</b>	<b>77,570,176</b>	<b>65,259,592</b>	<b>(12,310,584)</b>	<b>66,528,553</b>	<b>1,268,961</b>
<b>NET COUNTY COST</b>	<b>46,330,229</b>	<b>41,734,855</b>	<b>61,324,053</b>	<b>45,775,426</b>	<b>(15,548,627)</b>	<b>50,282,430</b>	<b>4,507,004</b>

## First 5 San Mateo County (1950B)

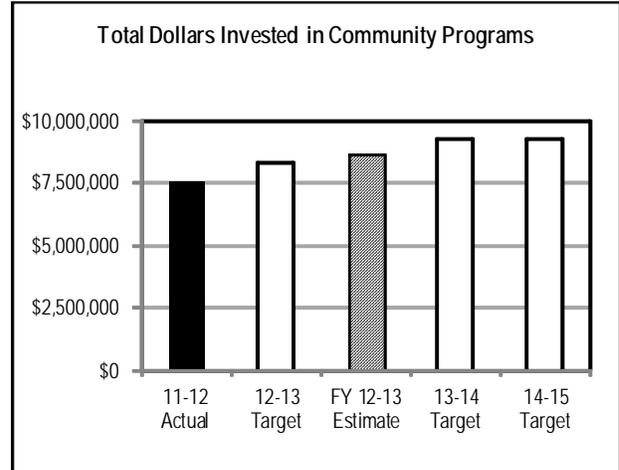
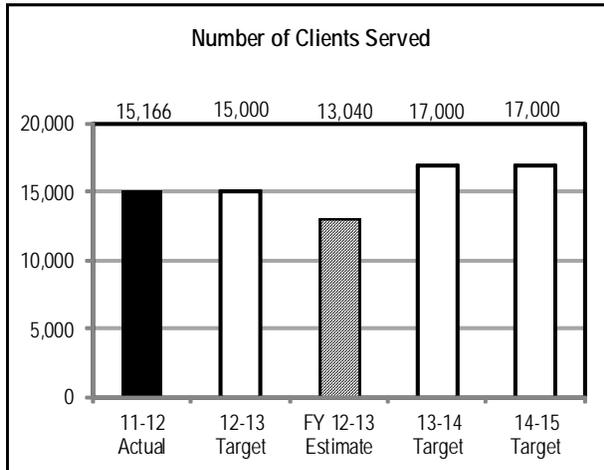
### Department Locator

County

Health Services

▷ First 5 San Mateo County

### Key Department Measures



### Department Mission Statement

All children in San Mateo County will be emotionally, socially, and physically healthy; have a loving attachment to a parent or other caregiver; and live in an environment that promotes learning.

### Overview

First 5 provides services to low income children in need of medical care, families at risk, children with special needs, and services to the community for children, parents and providers. Services to the community include:

- **ECE Program Quality Enhancement:** Quality Early Learning Environments Rating Scales, Early Childhood Educator Provider Training, Coaching and Technical Assistance.
- **Workforce Development:** Supports to Community College districts including Bilingual supports and Text Book Loan Program, Peer Mentoring, Staff Leadership & Development.
- **School Readiness & Transition to Kindergarten:** Including Summer Bridge Pre-School Program, Articulation and Alignment between Infant /Toddler, Preschool programs and Kindergarten through 3<sup>rd</sup> grade programs
- **Health Access and Utilization:** Insurance eligibility, screening, enrollment and premiums, Medical Case Management/Patient Advocacy, Oral Health Screening, treatment, virtual dental home, parent and provider education.
- **Early Identification of Children with Special Needs:** Development of screening and linkages to Services & Resources, Provider Trainings on Developmental Screening & Working with Children with Special Needs.
- **Prenatal and Newborn Home Visits:** Home visits for low income families.
- **Intensive Support for High Risk Families:** Home Visits, Care Coordination, Supports Addressing Trauma, Mental Health, and Substance Abuse.
- **Parent Education and Supports:** Support Groups, Parent & Child Play Groups, Parent Engagement Workshop Series & Training.

## Program Results

All direct service programs funded by First 5 San Mateo County participate in our comprehensive evaluation. This evaluation collects common data elements from clients served across multiple systems (e.g. health, family support, education) and modalities (e.g. home visiting, training or workshops). This rich trove of data allowed First 5 to report the following successes on behalf of clients who participated in services during the first half of FY 2012-13: 1) The parents of 347 children who were screened for developmental delays agreed to participate in data reporting, (of these children 34% were flagged with at least one developmental concern), 2) 89% of mothers who received intensive services reported that they had initiated breastfeeding, and 3) At enrollment into home visiting or care coordination, 57% of families report that they are "almost always" able to get the services they need, compared with 79% of families who have participated in F5SMC funded programs for at least 6 months.

## First 5 San Mateo County (1950B)

### First 5 Fund (Information Only)

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	353,260	268,967	221,000	184,000	(37,000)	184,000	
Intergovernmental Revenues	5,722,162	6,665,005	5,805,000	6,249,554	444,554	6,249,554	
Miscellaneous Revenue	432,569	176,574		255,000	255,000	255,000	
<b>Total Revenue</b>	<b>6,507,991</b>	<b>7,110,546</b>	<b>6,026,000</b>	<b>6,688,554</b>	<b>662,554</b>	<b>6,688,554</b>	
Fund Balance	31,624,095	26,631,806	24,327,011	20,449,677	(3,877,334)	20,449,677	
<b>TOTAL SOURCES</b>	<b>38,132,086</b>	<b>33,742,352</b>	<b>30,353,011</b>	<b>27,138,231</b>	<b>(3,214,780)</b>	<b>27,138,231</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,246,466	1,241,118	1,228,786	1,087,902	(140,884)	1,099,890	11,988
Services and Supplies	683,359	423,605	900,000	1,223,150	323,150	1,223,150	
Other Charges	9,570,455	7,750,617	8,064,999	8,820,435	755,436	8,820,435	
<b>Net Appropriations</b>	<b>11,500,280</b>	<b>9,415,340</b>	<b>10,193,785</b>	<b>11,131,487</b>	<b>937,702</b>	<b>11,143,475</b>	<b>11,988</b>
Non-General Fund Reserves	26,631,806	24,327,011	20,159,226	16,006,744	(4,152,482)	15,994,756	(11,988)
<b>TOTAL REQUIREMENTS</b>	<b>38,132,086</b>	<b>33,742,352</b>	<b>30,353,011</b>	<b>27,138,231</b>	<b>(3,214,780)</b>	<b>27,138,231</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	12.0	12.0	10.0	9.0	(1.0)	9.0	
Funded FTE	10.8	11.4	10.1	8.6	(1.6)	8.6	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$3,214,780 or 10.5% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a net decrease of \$37,000 in this expenditure category due to lower fund balances and stagnant interest rates.

#### Intergovernmental Revenues

There is a net increase of \$444,454 in this expenditure category due to a slight increase of Proposition 10 Tobacco Tax based on a recent projection provided by First 5 California - Department of Finance.

#### Miscellaneous Revenue

There is a net increase of \$255,000 in this expenditure category due anticipated allocation from the Lehman Brother's settlement per County Treasurer's Office estimates (\$150,000) and \$105,000 is projected to be received from the First 5 California (Child Signature Program) Match Award

#### Fund Balance

There is a net decrease of \$3,877,334 or 16% due to higher outflows spent on local project contributions and strategic initiatives - as per the *First 5 San Mateo County Long-Term Financial Plans* - and the continuing declined inflow from Prop 10 Tobacco Tax revenue stream.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$3,214,780 or 10.5% from the Revised FY 2012-13 to the Recommended FY 2013-14 Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$140,884 in this expenditure category due to workforce reductions. These include the elimination of Deputy Director and Office Assistant II positions. The decrease is offset by the addition of one Management Analyst III position.

#### Services and Supplies

There is a net increase of \$323,150 in this expenditure category due to increases in program and administration expenditure projections. The program expenditure projections increase is due to higher projections for Strategic Development Fund, Evaluation and Communications and System Change. The administrative expenditure increase is due to increasing projections in Redwood City 2020 Memberships and other Professional Contract Services to cover the anticipated costs of the annual report and the strategic planning project.

### NET COUNTY COST

First 5 San Mateo has no net county cost.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

No changes.

### TOTAL REQUIREMENTS

Total Requirements increased by \$11,988 or 1.1% from the Revised FY 2013-14 to the Recommended FY 2014-15 Budget due to the following changes:

Salaries and Benefits

There is an increase of \$11,988 in this expenditure category due to increases in health and retirement costs for employees.

Contingencies/Department Reserves

There is a decrease of \$11,988 in this fund due to increases in health and retirement costs for employees.

### First 5 San Mateo County (1950B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	12.0	12.0	10.0	9.0	(1.0)	9.0	
Funded FTE	10.8	11.4	10.1	8.6	(1.6)	8.6	
<b>Total Requirements</b>	38,132,086	33,742,352	30,353,011	27,138,231	(3,214,780)	27,138,231	
<b>Total Sources</b>	38,132,086	33,742,352	30,353,011	27,138,231	(3,214,780)	27,138,231	

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance:

Total Requirements	Total Sources	Net County Cost	Positions
(3,100,264)	(3,214,780)	114,516	0

#### 2. First 5 Staffing Changes

Eliminated one vacant Office Assistant II and a vacant Deputy Director and added one Management Analyst III position, for a net reduction of one position.

Total Requirements	Total Sources	Net County Cost	Positions
(114,516)	0	(114,516)	(1)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
3,214,780	3,214,780	0	(1)

### FY 2014-15 Program Funding Adjustments

No changes.



## SOCIAL SERVICES

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 **RECOMMENDED BUDGET**



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

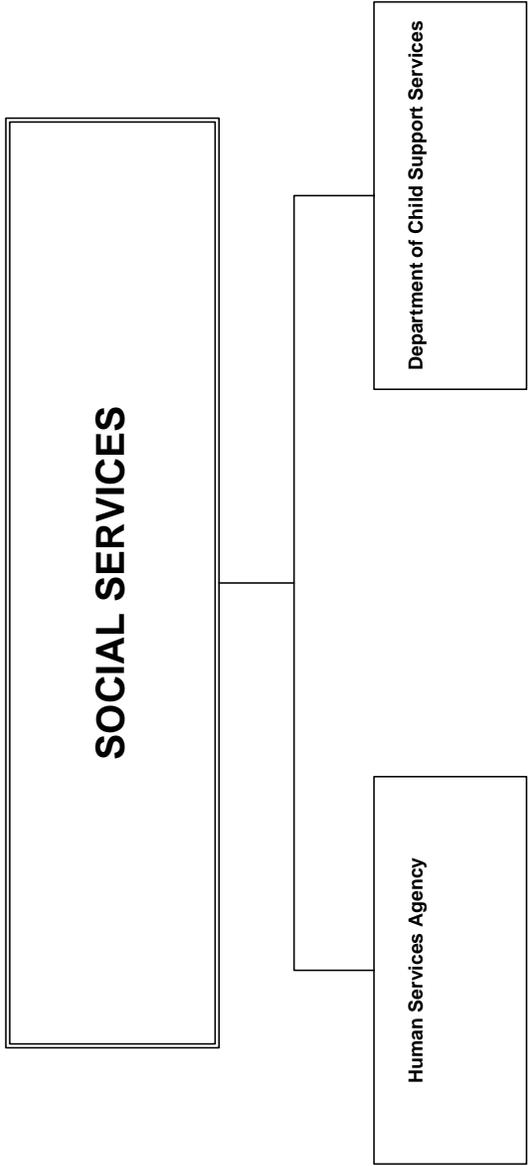
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with  
respect and dignity

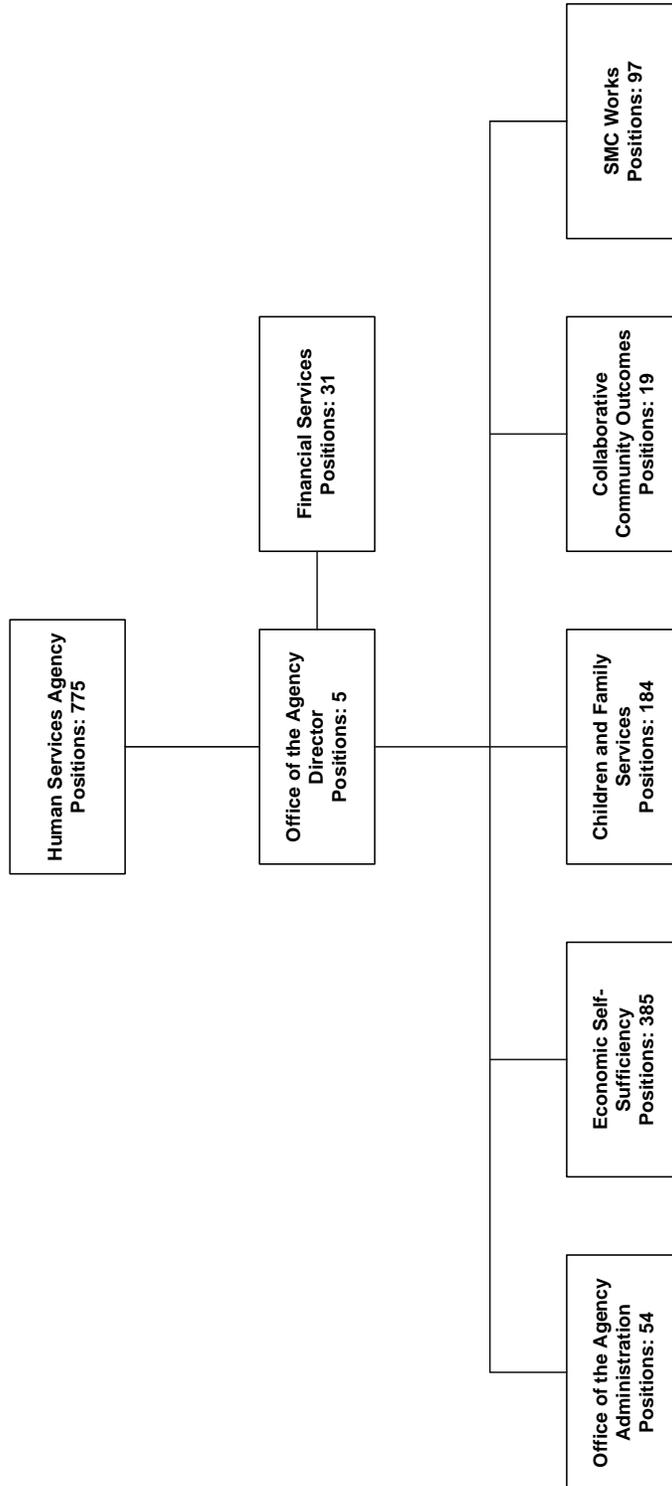




## Social Services FY 2013-14 and 2014-15 All Funds Summary

Total Requirements	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>General Fund Budgets</b>							
Human Services Agency	175,682,363	165,179,532	185,831,823	196,764,926	10,933,103	193,721,124	(3,043,802)
Department of Child Support Services	11,392,101	11,039,483	11,477,531	11,802,201	324,670	11,849,356	47,155
<b>Total General Fund</b>	<b>187,074,464</b>	<b>176,219,016</b>	<b>197,309,354</b>	<b>208,567,127</b>	<b>11,257,773</b>	<b>205,570,480</b>	<b>(2,996,647)</b>
<b>Total Requirements</b>	<b>187,074,464</b>	<b>176,219,016</b>	<b>197,309,354</b>	<b>208,567,127</b>	<b>11,257,773</b>	<b>205,570,480</b>	<b>(2,996,647)</b>
<b>Total Sources</b>	<b>157,054,923</b>	<b>149,646,415</b>	<b>167,540,881</b>	<b>175,923,572</b>	<b>8,382,691</b>	<b>172,223,635</b>	<b>(3,699,937)</b>
<b>Net County Cost</b>	<b>30,019,541</b>	<b>26,572,600</b>	<b>29,768,473</b>	<b>32,643,555</b>	<b>2,875,082</b>	<b>33,346,845</b>	<b>703,290</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	823.0	794.0	825.0	865.0	40.0	848.0	(17.0)
Funded FTE	814.0	786.7	803.6	860.8	57.2	843.8	(17.0)

**HUMAN SERVICES AGENCY**



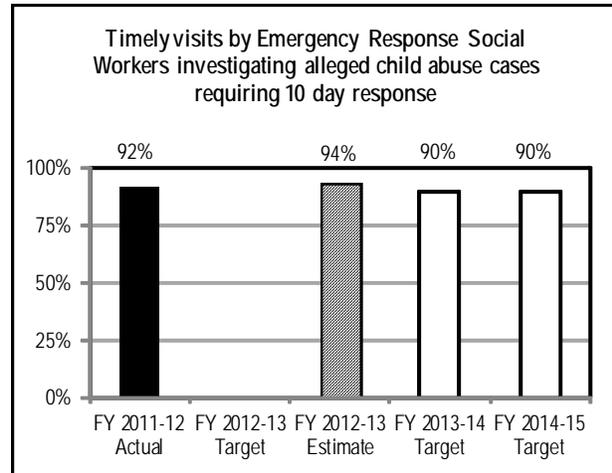
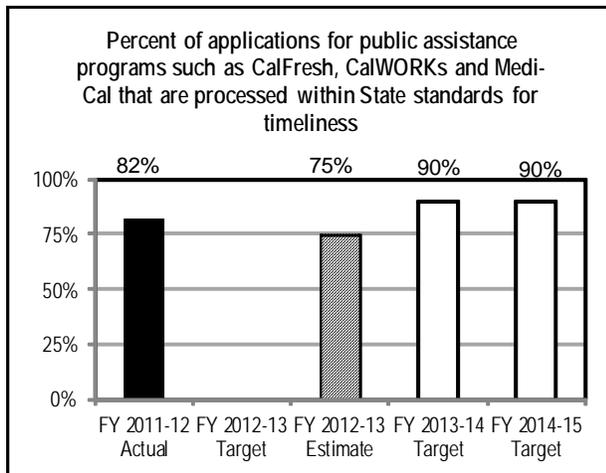
## Department Locator

County

Social Services

▷ **Human Services Agency**

## Key Performance Measures



## Mission Statement

The San Mateo County Human Services Agency (HSA) assists individuals and families to achieve economic self-sufficiency, promotes community and family strength, and works to ensure child safety and well-being.

## Overview

### Core Services

- **Economic Self-Sufficiency:** Eligibility Determination for state, local and federal programs: Health Insurance (Medi-Cal, Affordable Care Act), Food assistance (CalFresh) and Temporary financial assistance for low-income families (CalWORKS) and individuals (General Assistance and Cash Assistance Program for Immigrants).
- **Children and Family Services:** Child Protective Services includes investigations, case management, temporary and permanent placements; foster care related services including home studies, licensing, support for foster youth age 18-21 through AB 12, Receiving Home, Family Resources Centers, Independent Living Programs and community-based prevention services.
- **SMC Works:** CalWORKs Employment and Supportive Services to low-income parents includes job search, preparation, referrals to work experience, community service, vocational training, adult education and 550 Jobs Program to serve the formerly incarcerated population through the AB 109 program.
- **Collaborative Community Outcomes:** Collaborative Community Outcomes include Child Care payments, Veterans Services, Re-Entry Services (AB 109), Safety Net Services (shelter, food, information and referral) through the Core Service Agencies, Homeless prevention, Children's Fund, Fatherhood Collaborative and Domestic Violence prevention.

### Major Accomplishments in FY 2012-13

- **Service Delivery Redesign** - HSA successfully kicked off the new Service Delivery Redesign in December 2012, allowing multiple paths for clients to enroll and access services and investing in technologies that improve

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efficiencies. In addition, HSA upgraded the Redwood City regional office lobby to improve client accessibility and service quality.

- 550 Jobs Program- HSA created the 550 Jobs Program to serve the formerly incarcerated population under AB 109 and has successfully engaged clients and connected them to part-time jobs and employment services.
- CSAC Merit Award- the Service Connect program received the Merit Award from the California State Association of Counties 2012 Challenge Awards.
- Council on Accreditation- HSA was reaccredited by the Council on Accreditation (COA) for another four years, allowing the Agency to be one of the few social services agencies to be fully accredited nationwide and acknowledges the Agency's commitment to quality improvement practices and the current high level of programming and administrative standards.

#### Challenges, Initiatives and Trends for FY 2013-14 and FY 2014-15

For FY 2013-14, the main challenge facing HSA is the implementation of the Affordable Care Act and providing health insurance enrollment to an estimated 13,000 individuals through the expansion of the Medi-Cal program and an estimated 34,000 individuals through the state's health benefit exchange, Covered California. HSA will continue to implement and complete a series of new initiatives to enhance customer engagement such as the Code for America Project, which uses technology to connect residents to all available food resources and other social services available throughout the county; and the modernization of all the regional HSA offices to improve efficiencies and to increase accessibility. SMC Works will continue to implement new strategies to engage CalWORKs clients in welfare-to-work activities. Children and Family Services is collaborating with the Youth Commission to develop the Hands Program, which will bridge and cultivate a relationship between local businesses and foster youth under our care. As a multi-accredited agency (COA and CARF), HSA will continue to explore and pursue best practices to maintain excellent programming and administrative standards. Emerging trends for HSA is the increasing use of automation in customer engagement and HSA has incorporated self service technologies in the new lobbies and will explore other technologies such as robo-calling and the use of tablets for field staff.

## Human Services Agency (7000B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	0						
Intergovernmental Revenues	133,376,985	129,302,201	145,360,410	154,152,570	8,792,160	151,437,270	(2,715,300)
Charges for Services	726,556	759,411	1,803,481	1,775,000	(28,481)	1,775,000	
Interfund Revenue	34,577	41,955	36,000	40,000	4,000	40,000	
Miscellaneous Revenue	4,581,621	2,557,642	1,673,955	1,890,645	216,690	1,973,853	83,208
<b>Total Revenue</b>	<b>138,719,739</b>	<b>132,661,208</b>	<b>148,873,846</b>	<b>157,858,215</b>	<b>8,984,369</b>	<b>155,226,123</b>	<b>(2,632,092)</b>
Fund Balance	6,943,083	5,945,724	7,189,504	6,263,156	(926,348)	5,148,156	(1,115,000)
<b>TOTAL SOURCES</b>	<b>145,662,822</b>	<b>138,606,932</b>	<b>156,063,350</b>	<b>164,121,371</b>	<b>8,058,021</b>	<b>160,374,279</b>	<b>(3,747,092)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	81,013,792	78,550,250	84,691,482	92,014,282	7,322,800	91,366,430	(647,852)
Services and Supplies	43,303,310	38,029,600	47,881,530	55,369,657	7,488,127	53,122,368	(2,247,289)
Other Charges	70,305,971	64,611,180	72,744,351	73,746,766	1,002,415	72,911,572	(835,194)
Fixed Assets	765		150,000		(150,000)		
Other Financing Uses	292,936	291,701	293,032	286,587	(6,445)	286,505	(82)
<b>Gross Appropriations</b>	<b>194,916,774</b>	<b>181,482,731</b>	<b>205,760,395</b>	<b>221,417,292</b>	<b>15,656,897</b>	<b>217,686,875</b>	<b>(3,730,417)</b>
Intrafund Transfers	(24,859,615)	(22,217,702)	(25,969,622)	(29,800,522)	(3,830,900)	(29,113,907)	686,615
<b>Net Appropriations</b>	<b>170,057,159</b>	<b>159,265,029</b>	<b>179,790,773</b>	<b>191,616,770</b>	<b>11,825,997</b>	<b>188,572,968</b>	<b>(3,043,802)</b>
Contingencies/Dept Reserves	5,625,204	5,914,503	6,041,050	5,148,156	(892,894)	5,148,156	
<b>TOTAL REQUIREMENTS</b>	<b>175,682,363</b>	<b>165,179,532</b>	<b>185,831,823</b>	<b>196,764,926</b>	<b>10,933,103</b>	<b>193,721,124</b>	<b>(3,043,802)</b>
<b>NET COUNTY COST</b>	<b>30,019,541</b>	<b>26,572,600</b>	<b>29,768,473</b>	<b>32,643,555</b>	<b>2,875,082</b>	<b>33,346,845</b>	<b>703,290</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	733.0	704.0	738.0	775.0	37.0	758.0	(17.0)
Funded FTE	724.7	697.5	717.4	774.4	57.0	757.4	(17.0)

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$8,058,021 or 5% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$8,792,160 in this funding source. This is due to: 1) \$1,706,190 increase for implementation of the Affordable Care Act; 2) \$1,542,305 for caseload equalization in Children and Family Services; 3) \$1,780,595 in CalWORKs Employment Services Funding to reflect State Budget increases; 4) \$1,387,532 related to reimbursement for increasing caseloads in Out-of-Home Placement; 5) \$1,481,713 for agency wide salary and benefit increases; 6) \$1,645,450 for Calfresh caseload increases; 7) \$2,646,216 in Title IV-E and State Realignment associated with the general operations costs for Children and Family Services; 8) \$1,158,008 federal Medi-Cal funding associated with the general operating costs for the Medi-Cal eligibility program; and 9) \$727,689 changes in our state wide consortia system (CalWIN). This net increase is partially offset by a decrease in funding and one time grants totaling \$4,160,193 in Workforce Investment Act and a decrease in Stage II Child Care funding of \$1,123,345.

#### Charges for Services

There is a decrease of \$28,481 in this funding source due to decreased estimated revenue in Vocational Rehabilitation Services.

#### Interfund Revenue

There is an increase of \$4,000 in this funding source due to increased participation in the Vocational Rehabilitation Services janitorial staffing contract with the medical center.

#### Miscellaneous Revenue

There is a increase of \$216,690 in this funding source due to increased reimbursement of the WRAP Around services component of Out-of-Home Placement.

#### Fund Balance

There is a decrease of \$926,348 in this funding source due to a decrease of \$1,233,599 transferred to the CMO. This is partially offset by an increase of estimated Fund Balance in current year of \$307,251.

### TOTAL REQUIREMENTS

Total Requirements increased by \$10,933,103 or 5.8% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$7,322,800 in this expenditure category. This is due to: 1) \$2,700,046 in increased salary, benefit, and retiree health costs for all programs; 2) \$313,335 for the addition of a IT Supervisor and IT analyst; 3) \$2,134,008 for the addition of our HCR unit, 21 unclassified Benefit Analyst I's, 2 unclassified Office Assistants and 2 unclassified Human Services Supervisors; 4) \$1,134,912 for the addition of Children and Family Services staff, 2 Social Work supervisors, 6 Social Worker III's, 1 Human Services Supervisor, and 1 Office Assistant II; 5) \$517,770 for the addition of overtime to cover upcoming projects; and 6) \$901,166 for the addition of extra help hours to cover agency needs for leaves. This increase was offset by the reduction of \$378,437 in other benefits adjustments.

#### Services and Supplies

There is a net increase of \$7,488,127 in this expenditure category. This is due to: 1) \$1,068,977 for one time facilities projects for our lobby redesigns; 2) \$3,427,370 for administrative transfers for operational system upgrades, disaster recovery software replacement and expansion of services delivery redesign; 3) \$2,014,676 for data processing costs;

4) \$1,040,634 for inter-agency agreements; and 5) \$687,283 for program activities expenses. These increases are partially offset by a decrease of \$1,196,922 in professional contract services. The balances of the changes are adjustments to meet budget targets of \$446,109.

#### Other Charges

There is a net increase of \$1,002,415 in this expenditure category. This is due to: 1) \$617,815 for increases in rents and leases of; 2) \$1,013,772 for increases in caseloads and cost-of-living adjustments for Foster Care aid payments; and 3) \$1,182,101 for an increase in automation costs. These increases are partially offset by a decrease in Child Care Payments and a decrease in employment training services due to the sun-setting of a one time grant of \$896,376. The balances of the changes are adjustments to meet budget targets of \$8,859.

#### Fixed Assets

There is a decrease of \$150,000 due to the removal of one-time purchases from FY 2012-13.

#### Other Financing Uses

There is a decrease of \$6,445 in this expenditure category due to a decrease in debt service.

#### Intrafund Transfers

There is a net increase of \$3,830,900 in this expenditure category due to: 1) \$2,520,482 for increased administrative transfers for operational system upgrades, disaster recovery software replacement and expansion of services delivery redesign; 2) \$1,706,190 for the transfer of expenditure to the CMO for Health Care Reform; and 3) \$476,402 for an increase in Vocational Rehabilitation Services charges. This increase was partially offset by a decrease in a one time transfer in Work Force Investment \$625,397. The balances of the changes are adjustments to meet budget targets of \$246,777.

#### Contingencies/Departmental Reserves

There is a net decrease of \$892,894 in this expenditure category due to a decrease of \$1,233,599 transferred to the CMO. This is offset by an increase of estimated Fund Balance in current year of \$340,705. The balance in General Fund Reserves represents 2.6% of Net Appropriations, which exceeds the County 2.0% Reserves policy by \$1,212,437.

#### **NET COUNTY COST**

There is an increase of \$2,875,082 or 9.7% in this Department's General Fund allocation.

### FY 2014-15 Budget Overview

#### **TOTAL SOURCES**

Total Sources decreased by \$3,747,092 or 2.3% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$2,715,300 in this funding source. This is due to: 1) \$1,703,179 for the reduction of 22 Health Care Reform positions for development and implementation; 2) \$1,225,692 for one-time decreases for facility projects; and 3) \$466,195 for a decrease of one-time automation charges. This decrease was partially offset by an increase of \$684,299 for the addition of CFS staff for caseload growth and caseload equalization. The balances are due to minor adjustments in other charges \$4,533.

#### Miscellaneous Revenue

There is an increase of \$83,208 in this funding source due to increases in Vocational Rehabilitation Service charges.

Fund Balance

There is a net decrease of \$1,115,000 in this funding source due to Fund Balance used for one-time facility projects in FY 2013-14 that have been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$3,043,802 or 1.5% from the FY 2013-14 Revise to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$647,852 in this expenditure category due to the reduction in Health Care Reform positions for planning, development and implementation of \$2,084,764. This decrease was partially offset by agency wide salary and benefit adjustments of \$942,199 and the addition of 5 positions in CFS caseload growth and caseload equalization of \$494,713.

Services and Supplies

There is a net decrease of \$2,247,289 in this expenditure category due to the elimination of one-time facilities projects \$2,269,000. This decrease is offset by minor adjustments to meet budget targets of \$21,711.

Other Charges

There is a net decrease of \$835,194 in this expenditure category due to the elimination of one-time project costs of \$932,389. This decrease was partially offset by an increase in County Facility Rental and County Leased Facility Rental Charges of \$134,114. The balances of the changes are adjustments to meet budget targets of \$36,919.

Other Financing Uses

There is a decrease of \$82 in this expenditure category due to lower Debt Service charges.

Intrafund Transfers

There is a net decrease of \$686,615 in this expenditure category due the partial elimination of the expenditure transfer to the CMO for Health Care Reform of \$1,140,630. This decrease was partially offset by increased administrative transfers for operations of \$454,015.

Contingencies/Departmental Reserves

There is no change in this expenditure category. The balance in General Fund Reserves represents 2.7% of Net Appropriations, which exceeds the County 2.0% Reserves Policy by \$1,376,697. There are no/major changes to Non-General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$703,290 or 2.2% in this Department's General Fund allocation.

## Administration / Office of the Agency Director (7010P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Agency Administration/Office of the Agency Director**

### Program Outcome Statement

Efficiently manage and provide administrative support in the Agency

### Program Results

The Agency Administration and the Office of the Agency Director consists of units that provide administrative support to all program areas such as budget monitoring, fiscal and claiming of all program services, organizational learning and staff development activities, contract processing, public information outreach, maintenance of information and data systems, policy oversight, quality assurance, human resources, fair hearings and other functions that provide support for the Agency. The Agency was reaccredited by Council on Accreditation in 2013 and will continue to meet or exceed the national accreditation standards for human service organizations. Our contracts team processed over 170 direct client service contracts, 89% of which were completed on time in FY 2012-13. Our fiscal division will leverage an estimated \$154 million in federal and state revenues in FY 2013-14. The performance expectation for the next two years is to successfully plan and integrate the expanded healthcare enrollment unit under the Affordable Care Act into the Agency and to incorporate recommendations from the Business Process Redesign to manage overpayments.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of staff who met annual training requirements (20 hours or more)	46%	75%	41%	60%	60%
Percent of IT application support incidents resolved in less than 2 hours	66%	75%	69%	70%	70%
Percent of direct client service contracts processed before the start date of the agreement	90%	95%	89%	90%	91%

## Administration / Office of the Agency Director (7010P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	98.0	91.0	92.0	90.0	(2.0)	90.0	
Funded FTE	97.1	90.5	91.1	90.0	(1.2)	90.0	
<b>Total Requirements</b>	5,626,177	4,731,289	4,934,395	4,041,501	(892,894)	4,041,501	
<b>Total Sources</b>	5,227,268	4,875,146	4,934,395	4,041,501	(892,894)	4,041,501	
<b>Net County Cost</b>	398,909	(143,857)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and Fund Balance/Reserves, inclusion of transfer of appropriations; an increase of \$2.5 million in essential operational system upgrades, proprietary software replacements, critical data disaster recovery system, business continuity systems, wireless capacity and countywide expansion of the Service Delivery Redesign automation system. This increase is partially off-set by \$300,000 reductions in salary and benefits, associated positions, and services and supply costs.

Total Requirements	Total Sources	Net County Cost	Positions
(4,934,395)	(4,934,395)	0	(4)

#### 2. IT Capacity

This action adds one Information Technology (IT) Supervisor and one IT Analyst. Two major areas of technology operations that require direct support include operational supervision and initiative systems support. This action will allow the Human Services Agency to address ever-growing reliance on technology by dedicating an IT Analyst to support the call-center phone system, case file and task management system, the check-in kiosk and appointment scheduling system that are critical to the implementation of Health Care Reform and Redesign strategies. Additionally, this will allow IT Supervisors to focus on managing high priority projects as well as critical operational and supervisory responsibilities. The current supervision ratio is 1 to 10 and reducing the supervision ratio to 1 to 7 would ensure improvement initiatives receive the attention required without degradation to operations.

Total Requirements	Total Sources	Net County Cost	Positions
319,596	0	319,596	2
(319,596)	0	(319,596)	0

### 3. Agency Reserves

Anticipated FY 2013-14 Fund Balance will be set aside in Agency Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
4,041,501	4,041,501	0	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(892,894)	(892,894)	0	(2)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and Fund Balance/Reserves, the inclusion of transfer of appropriations.

Total Requirements	Total Sources	Net County Cost	Positions
(4,041,501)	(4,041,501)	0	0

#### 2. Agency Reserves

Anticipated FY 2014-15 Fund Balance will be set aside to appropriate Agency Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
4,041,501	4,041,501	0	0

#### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
0	0	0	0

## Aid Payments (7210P)

### Program Locator

County

Social Services

Human Services Agency

▷ **County Programs/ Welfare Aid Payment**

### Program Outcome Statement

Improve economic self-sufficiency for indigent adults

### Program Results

County Programs consist of General Assistance (GA) and Food Stamp Employment/Training (FSET). The GA program provides financial assistance to low-income adults who fall below the established property and income limits. This is a mandated service by county ordinance. The average grant is \$290, with most of the grants designated for specific purposes such as rent, utilities or food. The Agency will serve over 1,800 GA clients in FY 2013-14. The FSET program at the Vocational Rehabilitation Services Work Center provides hands-on work experience and job training to adults with disabilities and barriers to employment. Participants learn packaging, assembly, warehousing and shipping skills while employers receive onsite work services. The Agency is projecting a downward trend in the number of GA applications due to the improvement of the economy.

Welfare Aid Payment supports CalWORKs and the Cash Assistance Program for Immigrants (CAPI). As part of the federal Temporary Assistance to Needy Families (TANF) program, CalWORKs provides supplemental cash assistance to eligible needy families. CalWORKs assists parents with employment development and supportive services leading to family self-sufficiency. There are over 2,500 families currently receiving temporary cash assistance through CalWORKs in San Mateo County. These families have little or no cash and are in need of assistance for housing, food and utilities.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of CalWORKs applications that are processed within State standards for timeliness	94%	95%	90%	92%	94%
Percent of General Assistance case reviews without a payment error finding	68%	60%	70%	72%	74%
Percent of General Assistance applications that are processed within 30 days	90%	91%	91%	92%	95%

## Aid Payments (7210P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	27,934,874	26,917,306	28,809,358	28,809,358		28,809,358	
Total Sources	23,522,463	20,729,370	22,897,124	22,897,124		22,897,124	
Net County Cost	4,412,411	6,187,936	5,912,234	5,912,234		5,912,234	

FY 2013-14 Program Funding Adjustments  
No Changes

FY 2014-15 Program Funding Adjustments  
No Changes

## Eligibility Determination (7220P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Eligibility Determination**

### Program Outcome Statement

Provides critical public assistance to vulnerable residents.

### Program Results

The Economic Self Sufficiency division is responsible for eligibility determination for all local, state, and federal programs, including health insurance (Medi-Cal), food assistance (CalFresh), temporary financial assistance for low-income families (CalWORKs), cash assistance program for immigrants (CAPI) and general assistance (GA). The Agency will process over 40,000 total applications for public assistance programs in FY 2013-14 and will provide benefits to nearly 143,000 individuals through our various public assistance programs. The Agency has been preparing to increase enrollment and retention in public assistance programs in anticipation of the Affordable Care Act. The Agency completed the service redesign to provide multiple access points for clients to enroll in programs and began redesigning the regional offices to increase efficiencies in clients' interactions. Open enrollment for health insurance will start on October 2013 and the additional staffing of 25 positions will allow the Agency to serve the estimated 800 new clients per month.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of applications for public assistance programs such as CalFresh, CalWORKs and Medi-Cal that are processed within State standards for timeliness	82%	90%	75%	90%	90%
Average Phone Wait Time at Benefits Eligibility Services Center (in minutes)	4.5	5.0	13.5	3.0	3.0
Percent of residents receiving nutritional assistance through CalFresh benefits from total estimated population below the poverty limit	55%	65%	70%	78%	90%

## Eligibility Determination (7220P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	332.0	333.0	359.0	385.0	26.0	363.0	(22.0)
Funded FTE	328.3	329.3	343.8	384.9	41.1	362.9	(22.0)
Total Requirements	48,045,415	50,393,897	60,410,753	66,353,935	5,943,182	63,954,514	(2,399,421)
Total Sources	43,277,547	45,455,156	52,560,551	56,764,781	4,204,230	54,018,711	(2,746,070)
Net County Cost	4,767,868	4,938,741	7,850,202	9,589,154	1,738,952	9,935,803	346,649

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, and the elimination of one-time projects related to facility and automation expenses. One position was transferred from Child Care Services.

Total Requirements	Total Sources	Net County Cost	Positions
4,206,265	2,467,313	1,738,952	1

#### 2. Affordable Care Act Implementation Adjustments

Budget adjustments have been made to add 21 Benefit Analysts, two Human Services Supervisors and two Office Assistants to support the implementation of the Affordable Care Act (ACA). In addition to the ACA, the unit has deleted one Benefit Analyst III position and added one Management Analyst III, to instill a culture of quality and accountability in the implementation of the service delivery redesign.

Total Requirements	Total Sources	Net County Cost	Positions
1,736,917	1,736,917	0	25

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
5,943,182	4,204,230	1,738,952	26

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, and the elimination of one-time projects related to facility and automation expenses:

Total Requirements	Total Sources	Net County Cost	Positions
(696,244)	(1,042,893)	346,649	0

**2. Affordable Care Act Implementation Adjustments**

Budget adjustments have been made to delete 22 unclassified positions (16 Benefit Analysts I's, two Office Assistants, one Human Services Manager I, one Management Analyst III, one Human Services Supervisor and one Information Technology Analyst) that were added to support the planning and development of the Affordable Care Act (ACA). The ACA will be in it's second phase at the beginning of Fiscal Year FY 2014-15.

Total Requirements	Total Sources	Net County Cost	Positions
(1,703,177)	(1,703,177)	0	(22)

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(2,399,421)	(2,746,070)	346,649	(22)

## Workforce Investment (7310P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Workforce Investment Act**

### Program Outcome Statement

Provide Federally Mandated Business and Employment Services

### Program Results

The federal Workforce Investment Act (WIA) funds workforce development activities including support for the Workforce Investment Board (WIB). The PeninsulaWorks One-Stop Career Center System provides no-cost services to businesses and job-seekers. Employment services include career counseling, employment planning, skills development, occupational training, supportive services, and access to job search resources. PeninsulaWorks will serve more than 13,000 job seekers in the current fiscal year. Business services include tailored industry training, recruitment, access to a pre-screened pool of job seekers, labor market information, linkage to business incentives, and business retention and downsizing response efforts. The WIB funds three community based organizations to connect 245 at-risk youth 14-21 years-old, both in and out-of-school to education, experience, and employment assistance. As a result of WIA funded programs, thousands of residents are receiving staff-assisted services around accessing labor market information, participation in workshops and classes, enrollment in training opportunities, and connection to jobs.

The function of the Workforce Investment Act will transition from the Human Services Agency and will be incorporated into the County Manager's Office to coordinate future economic development and workforce development activities.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of employment retention rate for WIA participants	82%	84%	84%	86%	86%
Number of participants using Peninsula Works Center (efficiency measure)	13,424	13,500	13,500	13,700	13,700
Percent of WIA participants leaving services with employment (outcome measure)	63%	60%	65%	67%	67%

## Workforce Investment (7310P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	21.0	31.0	33.0	21.0	(12.0)	21.0	
Funded FTE	21.0	30.9	32.3	21.0	(11.3)	21.0	
<b>Total Requirements</b>	6,873,337	6,218,313	10,248,617	6,088,424	(4,160,193)	6,095,701	7,277
<b>Total Sources</b>	6,938,354	6,519,878	10,248,617	6,088,424	(4,160,193)	6,095,701	7,277
<b>Net County Cost</b>	(65,017)	(301,565)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. CLB is lower primarily to lower funding levels brought on by federal Sequester funding reductions and the end of several special project grants. In response to the lower funding level, 12 program staff have been transferred out to re-size the program to fit available funding and the unit is being re-organized to accommodate the changes.

Total Requirements	Total Sources	Net County Cost	Positions
(\$4,160,193)	(\$4,160,193)	0	(12)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
7,277	7,277	0	0

## Employment Services (7320P)

### Program Locator

County

    Social Services

        Human Services Agency

▷       **Employment Services**

### Program Outcome Statement

Increase employment/education opportunities for youth/adults and CalWORKs families

### Program Results

Employment Services offers services to CalWORKs recipients. In FY 2013-14, Employment Services will serve 1,800 clients under CalWORKs. Eligible families receive employment services such as subsidized employment, educational and job support services, transportation assistance, clothing and child care assistance to help them transition to self sufficiency. CalWORKs clients receive welfare-to-work employment related services to help them transition towards self sufficiency. The Agency developed and implemented new strategies in FY 2012-13 to increase the county's Work Participation Rate (WPR), improve client engagement and program participation, and to strengthen their success rate in obtaining stabilized employment and achieving self-sufficiency. The Agency will continue the implementation of these strategies, which will include new technology that will provide staff and participants a more effective method for communicating with one-another, enhanced job search services and a more robust subsidized employment program.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Welfare-to-Work families meeting requirements in federal Work Participation Rate (WPR) based on State measurement	7%	50%	11%	50%	50%
Number of placements in unsubsidized employment	413	420	420	450	450
Percent of Welfare-to-Work families participating in approved activities	43%	50%	52%	56%	60%

## Employment Services (7320P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	43.0	29.0	30.0	42.0	12.0	42.0	
Funded FTE	42.4	28.7	29.7	42.0	12.3	42.0	
<b>Total Requirements</b>	9,904,439	7,057,350	7,067,388	9,360,460	2,293,072	8,479,923	(880,537)
<b>Total Sources</b>	8,714,491	6,234,017	5,974,917	8,231,478	2,256,561	7,290,489	(940,989)
<b>Net County Cost</b>	1,189,948	823,334	1,092,471	1,128,982	36,511	1,189,434	60,452

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Twelve program staff were transferred in from another unit to carry out the agency initiatives to increase our CalWORKs clients' Worker Participation Rate (WPR), to increase community engagement and to assist our CalWORKs clients in finding long term employment opportunities.

Total Requirements	Total Sources	Net County Cost	Positions
1,673,072	1,636,561	36,511	12

#### 2. Daly City 92nd Street Remodel

This action establishes the appropriation needed for the remodel of the 92nd Street office in Daly City in accordance with the Service Delivery Redesign model consistent with HSA's other offices. The remodel would allow for: a self-service kiosk in the lobby where greeters will assist with the check-in process; the addition of family friendly interview rooms; and redesigned efficient staff work spaces.

Total Requirements	Total Sources	Net County Cost	Positions
620,000	620,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
2,293,072	2,256,561	36,511	12

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and the elimination of one time costs.

Total Requirements	Total Sources	Net County Cost	Positions
(880,537)	(940,989)	60,452	0

## Vocational Rehab Services (7330P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Vocational Rehabilitation Services**

### Program Outcome Statement

Improve employment outcomes for individuals with disabilities/barriers to employment

### Program Results

Vocational Rehabilitation Services (VRS) provides vocational rehabilitation counseling, hands-on work experience and training to a wide range of adults with barriers to employment. Participants are referred by General Assistance (GA), CalFresh, Behavioral Health and Recovery Services, Alcohol and Drug Treatment Programs, Service Connect (re-entry services), the Sheriff's Work Furlough Program and the State Department of Rehabilitation. Through the efforts of VRS, employers are able to connect with a pool of work-ready individuals and benefit from associated tax credit programs. Of the 625 clients with severe mental health disabilities, 273 people were referred to employment services with 110 individuals being placed in jobs in FY 2011-12. In FY 2012-13, VRS created the 550 Jobs program, which places individuals recently released from prisons (AB 109 clients) into part-time training and transitional jobs while also connecting them to employment services. Year-to-date, 50 AB 109 clients have been referred to the 550 Jobs program, 46 participated in the training and transitional jobs at the VRS Workcenter with 19 being placed into employment. This program has resulted in an increased in participation rate from 27% to 92%. The AB109 program is expected to grow over the next two years with VRS expanding the training and transitional job option to include a six month training program with the SMC Parks Department.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Overall satisfaction rated good or better for all VRS services.	100%	90%	95%	90%	90%
Number of total clients served in vocational programs securing employment	186	190	190	192	194
Number and percent benefit approvals for persons with disabilities	203 / 46%	200 / 46%	230 / 46%	230 / 48%	230 / 50%

## Vocational Rehab Services (7330P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	32.0	33.0	34.0	34.0		34.0	
Funded FTE	31.7	32.9	33.6	34.0	0.4	34.0	
Total Requirements	3,720,639	4,369,292	4,473,143	5,115,202	642,059	4,741,902	(373,300)
Total Sources	2,564,992	3,386,825	3,465,276	3,958,795	493,519	3,573,436	(385,359)
Net County Cost	1,155,647	982,468	1,007,867	1,156,407	148,540	1,168,466	12,059

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects; increased lease and rental cost have been off-set by increased intra-fund cost recovery programs.

Total Requirements	Total Sources	Net County Cost	Positions
147,059	(1,481)	148,540	0

#### 2. Quarry Road Remodel Project

This action establishes the appropriation needed to remodel and consolidate services at the Quarry Road office in San Carlos in order to efficiently use the space created after the large segment of staff were moved and consolidated into the Harbor Blvd., Belmont location.

Total Requirements	Total Sources	Net County Cost	Positions
495,000	495,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
642,059	493,519	148,540	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

1. **Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time Fund Balance and one-time projects.

Total Requirements	Total Sources	Net County Cost	Positions
(373,300)	(385,357)	12,057	0

## Child Care Services (7360P)

### Program Locator

County

    Social Services

        Human Services Agency

▷       **Child Care Services**

### Program Outcome Statement

Ensure child care to eligible families & children

### Program Results

The Child Care program provides subsidies and case management to CalWORKs families to support the parents' participation in employment, training, and/or educational activities. Child Care also processes background fingerprinting clearance of non-relative child-care providers and oversees provider payment authorizations. Families in active cases under Children and Family Services may also receive child care assistance if the case is referred by a social worker to support family stabilization and prevent out-of-home placement of the child.

For many low and medium income families, child care related costs take a disproportionate share of their income. By providing child care assistance, CalWORKs clients are able to pursue employment and have the opportunity to achieve self sufficiency. In FY 2012-13, the Agency provided 633 children with child care payment assistance through Stage 1 Child Care funding (for CalWORKs families). It is anticipated that this number will increase in FY 2013-14 and FY 2014-15, due to increased engagement strategies through our employment services staff who will work more intensively with the CalWORKs population. As the economy continues to improve, it is anticipated that more CalWORKs families will have access to vocational services and employment, thus access to quality child care services will be very important.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of preschool aged children assisted with child care that enroll in licensed early childhood education providers	55%	60%	59%	60%	62%
Number and percent of families that continue in approved Welfare-to-Work plan with Stage 1 child care support	283 / 66%	289 / 44%	289 / 44%	300 / 45%	325 / 50%
Number of clients eligible for child care that transition from Stage 1 to Stage 2 services	300	200	195	225	250

## Child Care Services (7360P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	9.0	7.0	7.0	6.0	(1.0)	6.0	
Funded FTE	9.0	7.0	7.0	6.0	(1.0)	6.0	
<b>Total Requirements</b>	6,202,933	6,057,586	7,227,712	6,079,906	(1,147,806)	6,095,195	15,289
<b>Total Sources</b>	5,613,199	5,691,185	7,126,403	6,003,058	(1,123,345)	6,011,980	8,922
<b>Net County Cost</b>	589,734	366,401	101,309	76,848	(24,461)	83,215	6,367

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, retirement and retiree health costs; elimination of one-time Fund Balance and one-time projects; and reductions in revenue due to a decrease in Child Care allocations and corresponding Child Care assistance payments. One position was transferred to better represent its function.

Total Requirements	Total Sources	Net County Cost	Positions
(1,461,141)	(1,436,680)	(24,461)	(1)

#### 2. Child Care Reserves

This action appropriates Child Care Reserves and Fund Balance based on projected FY 2012-13 Year-End Fund Balance.

Total Requirements	Total Sources	Net County Cost	Positions
313,335	313,335	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(1,147,806)	(1,123,345)	(24,461)	(1)

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs and elimination of one-time Fund Balance

Total Requirements	Total Sources	Net County Cost	Positions
(298,046)	(304,413)	6,367	0

**2. Child Care Reserves**

This action appropriates Child Care Reserves and Fund Balance based on projected FY 12/13 Year-End Fund Balance.

Total Requirements	Total Sources	Net County Cost	Positions
313,335	313,335	0	0

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
15,289	8,922	6,367	0

## Children and Family Services (7420P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Children and Family Services**

### Program Outcome Statement

Ensure safety, permanence and well-being of children throughout the county

### Program Results

Children and Family Services (CFS) provide a broad range of mandated and non-mandated child welfare services for children and individuals 0 to 21 years of age, their families and foster care providers. This includes investigating serious allegations of abuse or neglect, submitting court reports when warranted, and providing an array of reunification services to resolve issues to keep families together. CFS operates a 24-hour child abuse hotline, which is staffed 365 days a year, and the hotline is anticipated to receive 4,590 calls in FY 2013-14. CFS carried a caseload of 600 for family maintenance, adoptions, family reunification and permanent placement services. These critical services ensure the safety and well being of our children in San Mateo County. While the State assumes a downward trend in caseloads, the County is experiencing the opposite trend with growing caseloads.

CFS is working closely with other divisions within the Agency, as well as with community partners to specifically address some of the above. This includes: 1) a commitment to provide enough funding to Differential Response agencies to address the pre-child welfare caseloads; 2) looking at new ways for CFS staff to respond to issues in the community; and 3) creating new programs to address the needs of specific populations, such as the non-minor dependent population.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of children in care 12 months with 2 or fewer placements	88%	86%	87%	86%	86%
Reunification of children to the parent/guardian within 12 months of removal from home	65%	75%	64%	70%	75%
Timely visits by Emergency Response Social Workers investigating alleged child abuse cases requiring 10 day response	92%	90%	94%	90%	90%

## Children and Family Services (7420P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	161.0	149.0	159.0	173.0	14.0	178.0	5.0
Funded FTE	159.7	147.5	156.8	172.6	15.8	177.6	5.0
Total Requirements	35,434,412	32,323,695	33,443,647	39,908,858	6,465,211	40,504,152	595,294
Total Sources	25,389,539	24,580,952	24,612,223	30,088,654	5,476,431	30,417,775	329,121
Net County Cost	10,044,873	7,742,744	8,831,424	9,820,204	988,780	10,086,377	266,173

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; this also includes the transfer of two positions from internal HRD to develop and administer CFS training programs and the addition of two AB12 Social Workers to administer the new Extended Foster Care (AB12) program; increased project, leases and rent costs due to department moves.

Total Requirements	Total Sources	Net County Cost	Positions
4,650,735	3,934,126	716,609	4

#### 2. Addition of 10 CFS staff for Caseload Equalization

This action adds two Social Work Supervisor positions, six Social Worker III positions, one Human Services Supervisor position, and one Office Assistant II position. In addition, this action will add computer hardware and telephonic support for these 10 staff. Since FY 2009-10, there has been over a 55% increase in the number of children referred to, as well as investigated for potential child maltreatment. In order to equalize caseloads, this action will allow CFS to equalize caseloads and provide mission critical services to protect the safety of children who have been abused or neglected.

Total Requirements	Total Sources	Net County Cost	Positions
1,814,476	1,542,305	272,171	10

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
6,465,211	5,476,431	988,780	14

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; offset by removal of one time expense

Total Requirements	Total Sources	Net County Cost	Positions
(197,852)	(355,178)	157,326	0

### 2. Addition of Five CFS staff for Caseload Equalization

This action adds one Social Work Supervisor position, one Social Worker III position, two Office Assistant II positions, and one Human Services Analyst position. In addition, this action will add computer hardware and telephonic support for these five staff. Since FY 2009-10, there has been over a 55% increase in the number of children referred to, as well as investigated for potential child maltreatment. In order to equalize caseloads, this action will allow CFS to equalize caseloads and provide mission critical services to protect the safety of children who have been abused or neglected. Further, as CFS develops more sophisticated measures and systems, it will need mission critical capacity to analyze performance measures on a regular basis

Total Requirements	Total Sources	Net County Cost	Positions
793,146	684,299	108,847	5

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
595,294	329,121	266,173	5

## Out of Home Placement (7440P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Out-of-Home Placement**

### Program Outcome Statement

Ensure safety, well-being and permanence of children

### Program Results

The Out-of-Home Placement services include Adoptions, the Receiving Home, Foster Parents aid payments and Foster Parent respite care. The Receiving Home is a 12-bed State licensed shelter facility that houses youth and provides a safe, homelike facility with an array of services to stabilize foster youth who require short-term out-of-home emergency placement. The Receiving Home stabilizes our foster youth by providing short-term housing if local placements are not immediately available. This help prevents foster youth from moving out of the County, which could disrupt their family ties, schooling, reunification plans and lead to poorer lifelong outcomes for these youth. Foster Parents aid payments provide payment to licensed foster parents, group homes, relative caregivers, and for foster youth and probation youth in Out-of-Home placement. The Foster Parent respite care is a short-term temporary relief program for foster parents.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of children who were adopted within 24 months from last removal	53%	37%	30%	37%	37%
Percent of children in foster care for 24 months or longer that exited to a permanent home	22%	29%	21%	29%	29%
Percent of timely social worker visits with children on open cases	90%	90%	88%	90%	90%

## Out of Home Placement (7440P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	11.0	11.0	11.0	11.0		11.0	
Funded FTE	10.3	11.0	11.0	11.0		11.0	
<b>Total Requirements</b>	25,846,044	21,430,603	23,219,040	25,045,330	1,826,290	25,039,918	(5,412)
<b>Total Sources</b>	23,741,366	19,642,313	21,439,598	23,251,888	1,812,290	23,245,069	(6,819)
<b>Net County Cost</b>	2,104,678	1,788,290	1,779,442	1,793,442	14,000	1,794,849	1,407

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and increase in Debt Service Charges.

Total Requirements	Total Sources	Net County Cost	Positions
1,032,970	1,018,970	14,000	0

#### 2. Restore CYSOC Collaborative Reserves

This action reappropriates CYSOC Collaborative Reserves based on projected Year End Fund Balance.

Total Requirements	Total Sources	Net County Cost	Positions
793,320	793,320	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,826,290	1,812,290	14,000	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(798,732)	(800,139)	1,407	0

**2. Restore CYSOC Collaborative Reserves**

This action reappropriates CYSOC Collaborative Reserves based on projected Year End Fund Balance.

Total Requirements	Total Sources	Net County Cost	Positions
793,320	793,320	0	0

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(5,412)	(6,819)	1,407	0

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## Homeless and Safety Net Services (7510P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Homeless and Safety Net Services**

### Program Outcome Statement

Prevent homelessness and food insecurities for individuals and families

### Program Results

Homeless and Safety Net Services is a collaborative effort for the provision of an array of safety net services, such as food and shelter, for our most vulnerable residents. This includes contracts with: 1) eight CORE Service Agencies (i.e., Coastside Hope, El Concilio, Samaritan House, Pacifica Resource Center, Puente de la Costa Sur, Fair Oaks Community Center, City of Daly City Community Services Center, and North Peninsula Neighborhood Service Center); 2) four shelter contracts (i.e., Safe Harbor, Shelter Network shelters [for families and individuals], Home and Hope, and Project We HOPE shelter); and 3) two other agencies (i.e., Second Harvest Food Bank and HIP Housing). In FY 2012-13, as a result of the services, our community-based partners served 30,000 individuals, including 10,000 families with needs for emergency food, shelter, utility assistance, rental assistance, counseling, legal aid and other supportive services. Our shelter providers assisted 744 families (2,449 people) and 1,246 single individuals with temporary housing (emergency and transitional housing).

The Agency, along with much support from community partners and over 200 volunteers completed the 2013 Homeless Count. Due to ongoing county-wide efforts to address the issue of homelessness, as compared to 2011 Homeless Count results, in 2013 there was a 27% reduction of people observed on the streets, however there was an increase (66%) of people living in cars, recreational vehicles and encampments. Based on the additional information provided for this population, there are plans to continue to address the issue of homelessness through increased outreach efforts of the Homeless Outreach Teams in targeted communities and a recommendation for a year-round shelter in East Palo Alto. The Agency will be planning to implement the next bi-annual Homeless Count in January of 2015 and review progress made in addressing homelessness in our county since the 2013 One Day Count.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of clients residing in homeless transitional shelters (HUD funded) that are connected to mainstream services & benefits	72%	70%	72%	73%	74%
Percent of clients receiving food and / or shelter assistance by Core Service Agencies contracting with the Human Services Agency	99% / 68%	99% / 72%	99% / 67%	99% / 73%	99% / 74%
Percent of clients in homeless transitional shelters exiting to permanent housing	65%	67%	65%	65%	65%

Homeless and Safety Net Services (7510P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	4.0	3.0	3.0	3.0		3.0	
Funded FTE	4.0	3.0	3.0	3.0		3.0	
<b>Total Requirements</b>	3,394,503	3,563,590	3,769,289	3,754,214	(15,075)	3,755,366	1,152
<b>Total Sources</b>	433,464	1,131,157	950,921	940,209	(10,712)	940,209	
<b>Net County Cost</b>	2,961,039	2,432,433	2,818,368	2,814,005	(4,363)	2,815,157	1,152

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and the elimination of one time costs.

Total Requirements	Total Sources	Net County Cost	Positions
(15,075)	(10,712)	(4,363)	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and the elimination of one time costs.

Total Requirements	Total Sources	Net County Cost	Positions
1,152	0	1,152	0

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## Community Capacity (7520P)

### Program Locator

County

Social Services

Human Services Agency

▷ **Collaborative Community Outcomes**

### Program Outcome Statement

Provide community-wide prevention and early intervention services

### Program Results

Collaborative Community Outcomes provides support and services to numerous communities in need in our County. This includes funding and/or administrative support for the Domestic Violence Council, the Fatherhood Collaborative, the Children's Fund, the Day Worker Program, Extraordinary Circumstances Fund (ECF), Veteran Services, and AB 109 Re-Entry Services (Service Connect). The Day Worker Program in the North Fair Oaks area provides outreach to job seekers and employers, which significantly improves community relations by linking day laborers to employment, training, housing, health and social services. ECF provides low-income families and foster youth access to emergency funds to prevent financial crisis. The Children's Fund provides an array of goods and services (e.g. school supplies, holiday gifts, orthodontia care, etc.) to low-income children and families in San Mateo County. In FY 2012-13, Veteran Services' staff filed 615 benefit claims and 713 Veterans were seen for services. These 615 benefit claims filed have resulted in \$2,648,506 in one-time benefits for Veterans and an annualized amount of \$3,150,426 in new benefit payments to Veterans and their families in San Mateo County. Service Connect provides an array of safety net and supportive services (e.g. housing assistance, counseling, vocational training, employment services, etc.) to address the County's efforts in reducing the recidivism rate of formerly incarcerated individuals and easing the transition of these individuals to their communities. Since October 2011 almost 400 individuals have received services through Service Connect.

Community engagement services will continue in the above areas for the next two years, with an emphasis on outreach efforts to the Veteran population and individuals who were formerly incarcerated to insure that they are aware of the services available in this County.

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Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number and Percent of Service Connect participants that meet Probation conditions and exit program (cumulative since Oct. 2011)	13 / 8%	63 / 29%	63 / 29%	186 / 32%	282 / 35%
Number of needy children receiving holiday gifts and other assistance from Children's Fund programs	4,150	4,300	4,575	4,700	4,800
Number and Percent of veterans claims filed for all veterans seeking claims-related assistance	687 / 89%	800 / 84%	615 / 86%	700 / 90%	750 / 90%

## Community Capacity (7520P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	22.0	17.0	10.0	10.0		10.0	
Funded FTE	21.3	16.6	9.1	9.9	0.8	9.9	
<b>Total Requirements</b>	2,699,590	2,116,611	2,228,481	2,207,738	(20,743)	2,203,594	(4,144)
<b>Total Sources</b>	240,140	360,935	1,853,325	1,855,459	2,134	1,842,284	(13,175)
<b>Net County Cost</b>	2,459,450	1,755,676	375,156	352,279	(22,877)	361,310	9,031

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; redistribution of cost applied charges and the elimination of one time costs.

Total Requirements	Total Sources	Net County Cost	Positions
(20,743)	2,134	(22,877)	0

### FY 2014-15 Program Funding Adjustments

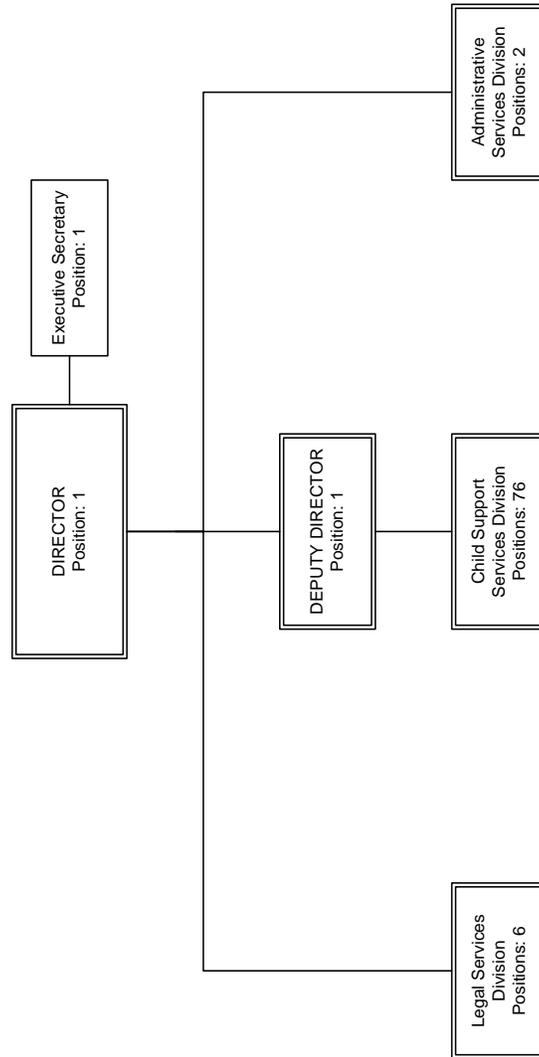
The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; redistribution of cost applied charges and the elimination of one time costs.

Total Requirements	Total Sources	Net County Cost	Positions
(4,144)	(13,175)	9,031	0

**DEPARTMENT OF CHILD SUPPORT SERVICES**



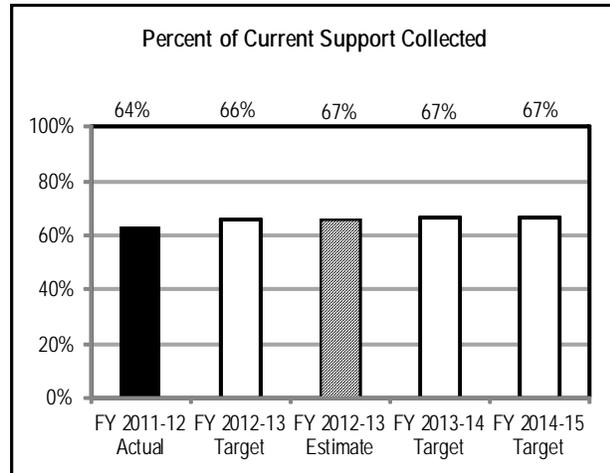
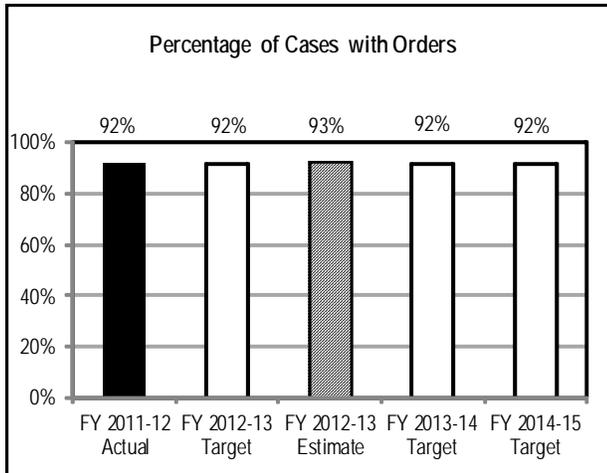
## Department Locator

County

Social Services

▷ Department of Child Support Service

## Key Department Measures



## Department Mission Statement

The Department of Child Support Services serves the public by enhancing the quality of life for children and their families by helping parents meet the financial, medical and emotional needs of their children by establishing and enforcing child support orders in an effective, efficient and professional manner.

## Overview

The San Mateo County Department of Child Support Services works with parents and guardians to ensure children and families receive the court ordered financial and medical support to which they are entitled. The Department establishes paternity, which can include DNA testing if requested, for children who do not have a legal father. The Department establishes, enforces and modifies child and medical support orders and locates absent parents through the utilization of a variety of locate systems. Once the child and medical support order is established, the Department collects and distributes child support payments directly to families and ensures health insurance is obtained when it is available.

In FY 2012-13, Child Support Services partnered with Bay Area Legal Aid to assist victims of domestic violence with their child support issues. The Department also partnered with the Family Law Facilitator (FLF) to assist parents navigating the complexities of obtaining or modifying their child support order by co-locating staff at FLF offices and walking clients through the completion of important court documents. These parents are now more likely to pay support when their court order comes in line with their ability to pay. The Department also worked over this past Fiscal Year to improve the customer experience and reduced wait times for clients contacting our office by phone to less than one minute and ensured that anyone who personally walked into the office was seen by a caseworker within 20 minutes to address any questions or concerns on their case.

Performance is affected by a variety of factors and economic stability obviously has a strong impact on the collections of child support. As the financial outlook in the area stabilizes so does the Department's ability to collect and distribute child support to families. A proactive and timely approach to the establishment and enforcement of orders, especially when parents are actively involved in the process, has a significant effect on outcomes as well. Over the next two

years, Child Support Services will continue to develop targeted projects that highlight early and direct contact with both parents to emphasize the importance of their engagement in child support activities. Additionally the Department will focus on implementing business processes that leverage technology in several areas including mail processing to automate workflow and e-filing with the Superior Court resulting in faster processes, gained efficiencies for both agencies and cost improvements within the organization.

### Program Results

Child Support Services is committed to establishing and enforcing court orders for financial and medical support for children in San Mateo County while taking into account the changing needs of both parents. The Department encourages self-sufficiency and provides resources and options throughout the life of the case. The Department continues to meet or exceed performance expectations in all major categories, realizing a steady increase in percentage of cases with orders and improving its percentage of current support collected. These increases can be attributed to policies that emphasize the establishment of reasonable and appropriate orders for parents ordered to pay support. The Department has a caseload of approximately 11,000 serving approximately 15,000 children in San Mateo County. The program goals over the next two years focus on customer service activities that encourage direct contact with clients and improve wait times for our service. Additionally, the Department continues to look at ways to partner with other county agencies, when appropriate, to improve access to educational or employment services for child support clients.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percentage of cases with orders	92.1%	92%	92.5%	92%	92%
Percent of current support collected	63.5%	66.1%	66.5%	66.5%	66.5%
Average call per agent	704	600	600	600	600

Department of Child Support Services (2600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	11,392,101	11,039,483	11,209,910	11,476,562	266,652	11,476,562	
Miscellaneous Revenue			267,621	325,639	58,018	372,794	47,155
<b>TOTAL SOURCES</b>	11,392,101	11,039,483	11,477,531	11,802,201	324,670	11,849,356	47,155
<b>REQUIREMENTS</b>							
Salaries and Benefits	9,967,940	9,630,443	10,251,139	10,668,590	417,451	10,752,622	84,032
Services and Supplies	388,491	410,302	420,650	491,550	70,900	494,550	3,000
Other Charges	1,035,670	998,739	943,993	809,815	(134,178)	794,230	(15,585)
<b>Gross Appropriations</b>	11,392,101	11,039,483	11,615,782	11,969,955	354,173	12,041,402	71,447
Intrafund Transfers			(138,251)	(167,754)	(29,503)	(192,046)	(24,292)
<b>TOTAL REQUIREMENTS</b>	11,392,101	11,039,483	11,477,531	11,802,201	324,670	11,849,356	47,155
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	90.0	90.0	87.0	90.0	3.0	90.0	
Funded FTE	89.3	89.2	86.2	86.4	0.2	86.4	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$324,670 or 2.8% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a increase of \$266,652 in this funding source due to restoration of Administrative funding from the California Department of Child Support Services that was previously removed in FY 2012-13.

#### Miscellaneous Revenue

There is an increase of \$58,018 in this funding source due to increased draw down of federal dollars as part of the Department's participation in the Federal Financial Participation Match Program (FFP).

### TOTAL REQUIREMENTS

Total Requirements increased by \$324,670 or 2.8% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$417,451 in this expenditure category due to increases in health and retirement costs for employees. This increase was partially offset by the addition of three (3) unclassified positions for the Department's Shared Services Call Center to be utilized until approximately December 2014.

#### Services and Supplies

There is a net increase of \$70,900 in this expenditure category due to anticipated training for staff as well as an anticipated contract for a database that can be accessed to assist with the location of absent parents.

#### Other Charges

There is a net decrease of \$134,178 in this expenditure category due to reductions in technology and phone costs, certain human resources costs as well as decreases in facility rental costs.

#### Intrafund Transfers

There is an increase of \$29,503 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the FFP.

### NET COUNTY COST

The Department's FY 2013-2014 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$47,155 or less than 1% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Miscellaneous Revenue

There is an increase of \$47,155 in this funding source due to increased draw down of federal dollars as part of the Department's participation in the FFP.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$47,155 or less than 1% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

**Salaries and Benefits**

There is an increase of \$84,032 in this expenditure category due to increases in health and retirement costs.

**Services and Supplies**

There is an increase of \$3,000 in this expenditure category due to anticipated cost increases in translation services provided through an outside vendor.

**Other Charges**

There is a decrease of \$15,585 in this expenditure category due to reductions in technology and phone costs. This decrease was partially offset by a slight increase in facility rental costs.

**Intrafund Transfers**

There is an increase of \$24,292 in this expenditure category due to increases in local match dollars to draw down federal monies as part of the FFP.

**NET COUNTY COST**

The Department's FY 2014-2015 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 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	90.0	90.0	87.0	90.0	3.0	90.0	
Funded FTE	89.3	89.2	86.2	86.4	0.2	86.4	
<b>Total Requirements</b>	11,392,101	11,039,483	11,477,531	11,802,201	324,670	11,849,356	47,155
<b>Total Sources</b>	11,392,101	11,039,483	11,477,531	11,802,201	324,670	11,849,356	47,155

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; restoration of funding to FY 2011-12 levels; anticipated costs for training and contract for a locate database to enhance investigation of a client's ability to pay.

Total Requirements	Total Sources	Net County Cost	Positions
184,923	184,923	0	0

#### 2. Addition of Three Unclassified Positions

The Department will add three Child Support Customer Service Specialist - Unclassified positions in our Shared Services Call Center. These positions are funded by the California Department of Child Support Services and have an expected termination date of December 31, 2014. This provides proper staffing levels to ensure minimal wait times for clients until implementation of a permanent solution. The Department will also reclassify a Legal Secretary II position to a Paralegal, which affords Legal staff necessary review and analysis to establish and enforce orders appropriately.

Total Requirements	Total Sources	Net County Cost	Positions
139,747	139,747	0	3

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
324,670	324,670	0	3

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases are offset with reduction in technology and phone costs and increased participation in the Federal Financial Participation Match Program (FFP) to use local dollars to draw down additional federal monies to meet expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
47,155	47,155	0	0



## COMMUNITY SERVICES

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 **RECOMMENDED BUDGET**



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

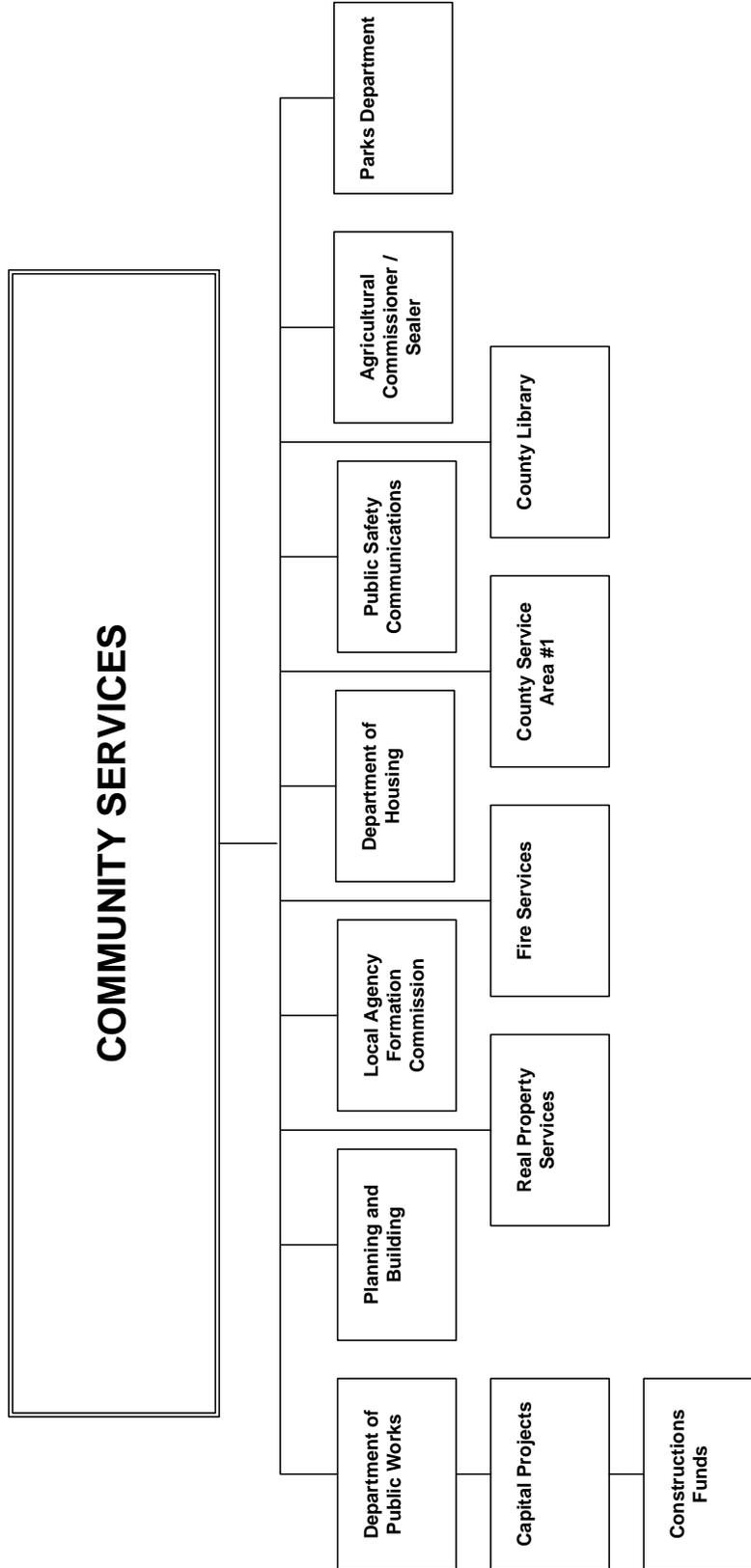
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with  
respect and dignity





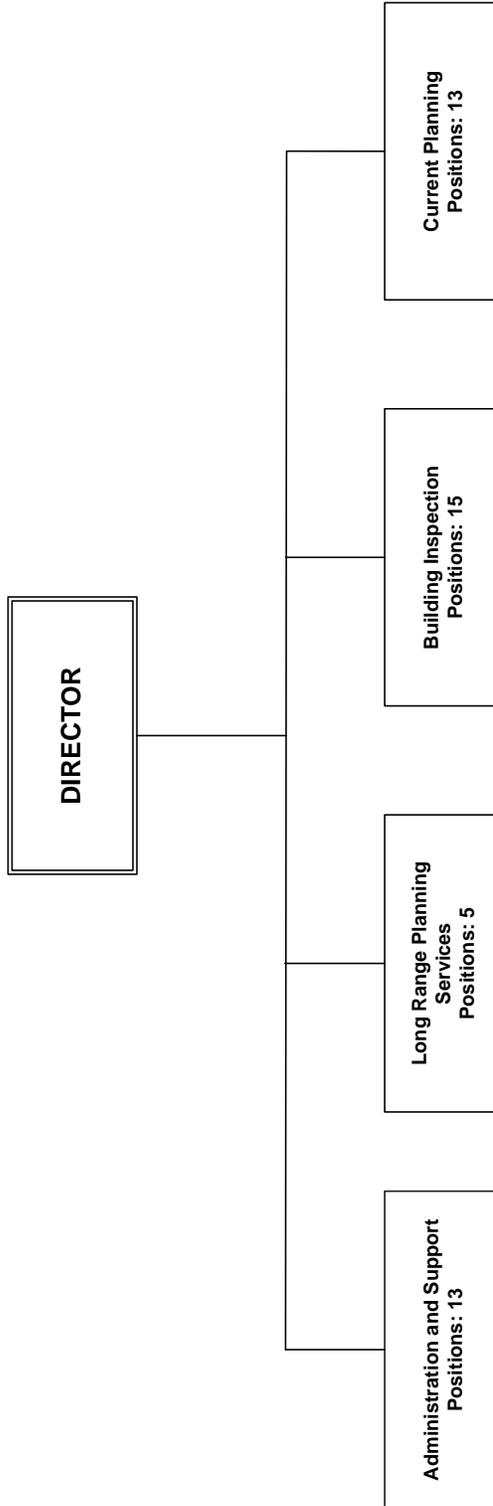
## Community Services FY 2013-14 and 2014-15 All Funds Summary

Total Requirements	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>General Fund Budgets</b>							
Planning and Building	8,327,023	7,546,193	7,768,686	7,930,830	162,144	7,508,060	(422,770)
Local Agency Formation Commission	282,244	262,749	258,976	275,689	16,713	276,376	687
Parks Administration	8,713,573	8,011,746	8,557,754	8,636,941	79,187	8,732,281	95,340
Public Works - General Fund	21,840,380	23,040,922	24,920,894	26,976,891	2,055,997	24,824,364	(2,152,527)
Real Property Services	3,220,332	3,900,058	4,465,888	3,248,266	(1,217,622)	3,161,840	(86,426)
Agricultural Commissioner/Sealer	4,794,412	4,649,278	4,796,513	4,839,852	43,339	4,888,238	48,386
Public Safety Communications	10,413,767	9,858,235	9,291,557	10,045,411	753,854	10,287,213	241,802
Fire Protection Services	6,076,794	5,675,445	6,254,699	6,811,732	557,033	6,811,732	
Housing and Community Development	6,841,151	7,411,464	7,843,151	9,872,135	2,028,984	9,887,341	15,206
<b>Total General Fund</b>	<b>70,509,676</b>	<b>70,356,091</b>	<b>74,158,118</b>	<b>78,637,747</b>	<b>4,479,629</b>	<b>76,377,445</b>	<b>(2,260,302)</b>
<b>Non-General Fund Budgets</b>							
Fish and Game	76,703	80,011	81,561	81,811	250	15,661	(66,150)
Parks Acquisition and Development	4,193,282	3,141,804	3,977,186	5,924,915	1,947,729	2,074,378	(3,850,537)
Coyote Point Marina	2,317,033	1,770,760	3,495,530	3,394,355	(101,175)	1,623,528	(1,770,827)
County Library	31,727,773	32,736,377	31,722,128	35,441,573	3,719,445	33,997,001	(1,444,572)
Road Construction and Operations	45,782,087	49,044,315	56,567,096	64,622,659	8,055,563	45,176,702	(19,445,957)
Construction Services	2,428,482	1,693,390	2,062,557	1,893,104	(169,453)	1,923,274	30,170
Vehicle and Equipment Services	11,957,154	12,824,721	14,255,511	14,432,757	177,246	14,849,910	417,153
Waste Management	8,483,011	9,299,680	10,699,629	10,069,585	(630,044)	8,116,043	(1,953,542)
Transportation Services	3,727,188	2,913,875	3,305,229	3,305,229		3,305,229	
Utilities	59,012,908	64,768,510	62,950,373	67,894,286	4,943,913	56,763,358	(11,130,928)
Airports	6,017,087	5,029,690	5,884,056	6,175,438	291,382	3,472,560	(2,702,878)
Other Public Works Funds	86,281	6,093	20		(20)		
Capital Projects	70,757,636	13,637,129	83,044,174	136,428,259	53,384,085	82,870,430	(53,557,829)
Courthouse Construction Fund	5,043,927	2,420,824	2,312,749	1,984,320	(328,429)	1,704,311	(280,009)
Criminal Justice Construction Fund	2,612,810	2,735,599	2,854,599	2,690,875	(163,724)	2,652,375	(38,500)
Structural Fire	6,265,815	7,245,959	7,642,170	8,196,603	554,433	8,293,548	96,945
County Service Area #1	3,710,568	3,859,078	4,033,410	4,160,142	126,732	4,205,342	45,200
<b>Total Non-General Fund</b>	<b>264,199,745</b>	<b>213,207,815</b>	<b>294,887,978</b>	<b>366,695,911</b>	<b>71,807,933</b>	<b>271,043,650</b>	<b>(95,652,261)</b>
<b>Total Requirements</b>	<b>334,709,422</b>	<b>283,563,907</b>	<b>369,046,096</b>	<b>445,333,658</b>	<b>76,287,562</b>	<b>347,421,095</b>	<b>(97,912,563)</b>
<b>Total Sources</b>	<b>322,883,332</b>	<b>273,692,147</b>	<b>356,319,108</b>	<b>431,435,453</b>	<b>75,116,345</b>	<b>333,408,478</b>	<b>(98,026,975)</b>
<b>Net County Cost</b>	<b>11,826,090</b>	<b>9,871,462</b>	<b>12,726,988</b>	<b>13,898,205</b>	<b>1,171,217</b>	<b>14,012,617</b>	<b>114,412</b>

### AUTHORIZED POSITIONS

Salary Resolution	643.0	630.0	612.0	615.0	3.0	615.0
Funded FTE	624.1	612.9	595.4	597.9	2.5	597.9

# PLANNING AND BUILDING



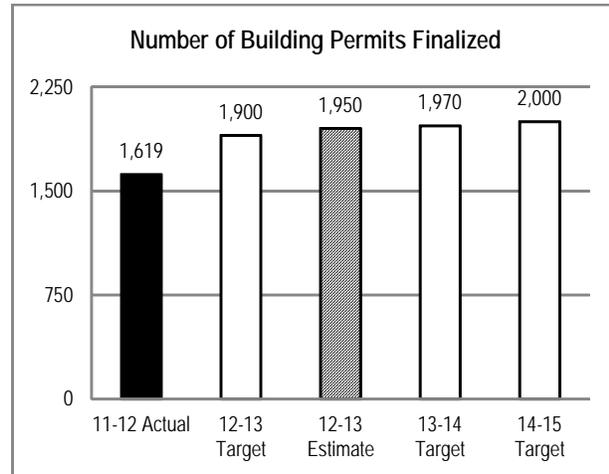
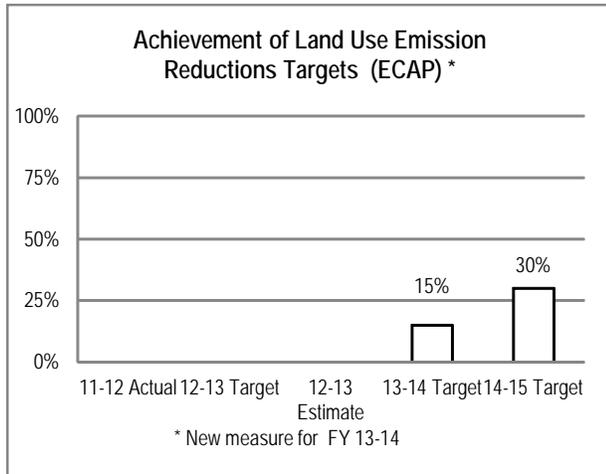
## Department Locator

County

Community Services

▷ **Planning and Building Department**

## Key Department Measures



## Mission Statement

Our mission is to serve the County and its communities through the preparation and administration of land use plans and regulations and by ensuring development proposals conform with applicable zoning and building requirements.

## Overview

The Planning and Building department is responsible for the following core services.

- Update and implement the County's General Plan and associated development regulations.
- Process permits for land use and development projects.
- Issue building permits, inspect and monitor construction activity, enforce building and zoning codes.

## Major Accomplishments in FY 2012-13

The Planning and Building Department completed the San Mateo County Energy Efficiency Climate Action Plan (EECAP), which was approved in June 2013 by the Board of Supervisors. The EECAP includes updates to the General Plan, adding Chapter 17, Climate and Change Element. The updated policies promote Greenhouse Gas emission reduction, energy efficiency in new development, and the use of renewable energy supplies.

The Department also collaborated with the Agricultural Advisory Committee to develop guidelines regarding the establishment of Agritourism uses and activities. The guidelines clarify when Agritourism triggers the need for permits and creates a process for the review of Agritourism proposals to ensure that they support and are compatible with agricultural production.

In addition, the Department processed amendments to the County Code and Zoning Regulations that enhance the ability of various County departments to enforce code requirements. Among other improvements, the amendments clarify and streamline the process for penalizing property owners who fail to take action to resolve the violations, and increases the amount of such penalties as a deterrent and a means to recover the cost of enforcement action.

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Finally, the Department completed the final draft of the Williamson Act Update Project. At the recommendation of the Board of Supervisors, the Department revised the draft Williamson Act Uniform Rules and Procedures manual and convened a public workshop in May 2013 with Williamson Act contract holders in order to address questions from members of the public. The Department will submit final documents for the Board of Supervisors' approval in early FY 2013-14. The updated rules and procedures will provide clear and comprehensive guidance to land owners and decision makers regarding the County's administration of the State's Williamson Act Program.

Upcoming Initiatives in FY 2013-14 and FY 2014-15

The Department will continue the Accela Automation Technology Upgrade project in 2013-14, resulting in an enhanced permit processing and tracking system which will make more information and mapping layers available to both public and staff.

The Department will also complete the amendments to the Zoning Regulations required to implement the North Fair Oaks Community Plan. These changes will, among other things, allow for a greater mix of land uses in the opportunity areas identified by the Community Plan, and create incentives for new development to provide public amenities.

In addition, the Department will process amendments to the County's zoning and subdivision regulations necessary to carry out the recently updated Housing Element. This will include revisions intended to facilitate the development of affordable housing units, and that carry out state law regarding the development of emergency shelters and second dwelling units.

Finally, the multiyear Princeton Land Use Update project will conclude in FY 2014-15 and will result in the submittal of a Local Coastal Program (LCP) amendment to the California Coastal Commission. Anticipated benefits of this Update include improved LCP Policies and Zoning Regulations regarding: airport safety and compatibility; allowable land uses and development intensities; coastal access and recreation; sensitive habitat and water quality protection; and, shoreline erosion and other natural hazards

Planning and Building (3800B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	2,517,876	2,766,521	2,853,272	2,660,771	(192,501)	2,740,595	79,824
Fines, Forfeitures and Penalties	26,202	32,144	25,000	15,000	(10,000)	15,000	
Intergovernmental Revenues	101,170	180,105	125,000		(125,000)		
Charges for Services	1,354,353	1,398,657	1,334,102	1,412,500	78,398	1,454,695	42,195
Interfund Revenue	4,357	21,286	100,000	107,000	7,000	107,000	
Miscellaneous Revenue	604,311	98,855	102,258	106,258	4,000	106,258	
<b>Total Revenue</b>	<b>4,608,268</b>	<b>4,497,568</b>	<b>4,539,632</b>	<b>4,301,529</b>	<b>(238,103)</b>	<b>4,423,548</b>	<b>122,019</b>
Fund Balance	3,450,872	2,205,099	967,876	962,299	(5,577)	354,705	(607,594)
<b>TOTAL SOURCES</b>	<b>8,059,140</b>	<b>6,702,667</b>	<b>5,507,508</b>	<b>5,263,828</b>	<b>(243,680)</b>	<b>4,778,253</b>	<b>(485,575)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,196,898	6,035,044	6,404,330	6,243,789	(160,541)	6,304,717	60,928
Services and Supplies	4,948,360	5,284,057	5,523,805	996,766	(4,527,039)	520,839	(475,927)
Other Charges	553,626	549,679	582,183	649,004	66,821	641,233	(7,771)
<b>Gross Appropriations</b>	<b>11,698,885</b>	<b>11,868,780</b>	<b>12,510,318</b>	<b>7,889,559</b>	<b>(4,620,759)</b>	<b>7,466,789</b>	<b>(422,770)</b>
Intrafund Transfers	(4,404,215)	(4,815,833)	(5,158,961)	(261,218)	4,897,743	(261,218)	
<b>Net Appropriations</b>	<b>7,294,669</b>	<b>7,052,946</b>	<b>7,351,357</b>	<b>7,628,341</b>	<b>276,984</b>	<b>7,205,571</b>	<b>(422,770)</b>
Contingencies/Dept Reserves	1,032,354	493,247	417,329	302,489	(114,840)	302,489	
<b>TOTAL REQUIREMENTS</b>	<b>8,327,023</b>	<b>7,546,193</b>	<b>7,768,686</b>	<b>7,930,830</b>	<b>162,144</b>	<b>7,508,060</b>	<b>(422,770)</b>
<b>NET COUNTY COST</b>	<b>267,883</b>	<b>843,526</b>	<b>2,261,178</b>	<b>2,667,002</b>	<b>405,824</b>	<b>2,729,807</b>	<b>62,805</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	52.0	49.0	48.0	46.0	(2.0)	46.0	
Funded FTE	51.6	48.5	47.5	45.4	(2.2)	45.4	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$243,680 or 4% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Licenses, Permit and Franchises

There is a net decrease of \$192,501 in this funding source due to a decline in the number of anticipated Zoning Permits and Land Division Permit applications. This decrease was partially offset by an increase in Building Permit applications.

#### Fines, Fees and Forfeitures

There is a net decrease of \$10,000 in this funding source due to the resolution of more than 50% of violation and Stop Work Notice cases addressed in the previous fiscal year. As economic conditions improve, fewer instances of unpermitted building activities occur.

#### Intergovernmental Revenues

There is a net decrease of \$125,000 in this funding source due to the conclusion of the San Mateo Energy Efficiency Climate Action Plan and corresponding federal funding.

#### Charges for Services

There is a net increase of \$78,398 in this funding source due to an increase in Plan Checking Fees. This increase was partially offset by a decrease in Engineering Services and Environmental Review fees.

#### Interfund Revenue

There is a net increase of \$7,000 in this funding source due to an increase in Airport Community Roundtable funding. This increase was partially offset by a decrease in one-time funding for the North Fair Oaks Community Plan.

#### Miscellaneous Revenue

There is an increase of \$4,000 in this funding source due to the addition of the General Plan Update surcharge.

#### Fund Balance

There is a net decrease of \$5,577 in this funding source due to a decrease in Reserves. Funds are carried over for continuing 2013-14 projects including Accela Automation, Princeton Land Use Update, and Ascension Heights Subdivision. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$162,144 or 2% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$160,541 in this expenditure category due to the reduction of two vacant positions: Administrative Services Manager and Senior Graphics Specialist. Extra Help expenditures were also decreased by \$40,276. This decrease was partially offset by the Annual Snapshot Change of \$155,762.

#### Services and Supplies

There is a net decrease of \$4,527,039 in this expenditure category due to a change in budgeting method that was previously used for the tracking of costs across divisions. When the methodology change is disregarded, the true net decrease is \$449,771. This decrease is primarily due to the lower FY 2013-14 requirements of the Accela Automation technology upgrade and is partially offset by the Princeton project's increased expense in FY 2013-14. The balances of the changes are adjustments to meet budget targets.

### Other Charges

There is a net increase of \$66,821 in this expenditure category due to an increase in County Facility Rental Charges of \$69,509. This increase was partially offset by lower ISD charges in FY 2013-14.

### Intrafund Transfers

There is a net increase of \$4,897,743 in this expenditure category due to the budget methodology change mentioned above regarding Services and Supplies. When the methodology change is disregarded, the true net increase is \$709,700. This change is due to the deletion of two one-time transfers: the Accela loan in the amount of \$600,000 and the SMC Saves grant in the amount of \$109,700.

### Contingencies/Departmental Reserves

There is net decrease of \$114,840 in this expenditure category due to the use of Reserves to offset the decline in permit fees and related revenues. The balance in General Fund Reserves represents 3.9% of Net Appropriations, which exceeds the County 2% Reserves policy by \$149,922.

## **NET COUNTY COST**

There is an increase of \$405,824 or 8% in this Department's General Fund allocation.

## **FY 2014-15 Budget Overview**

### **TOTAL SOURCES**

Total Sources decreased by \$485,575 or 9% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Licenses, Permits and Franchises

There is a increase of \$79,824 in this funding source due to an anticipated slight increase in building permit activity.

#### Charges for Services

There is a increase of \$42,195 in this funding source due to an anticipated slight increase in Planning related fees.

#### Fund Balance

There is a net decrease of \$607,954 in this funding source due to a decrease in Reserves. Fund balance was higher in FY 2013-14 due to significant carried over funds related to projects including the Accela Automation upgrade, Princeton Land Use Update, and Ascension Heights Subdivision. Fund Balance used for one-time projects and purchases in FY 2013-14 has been eliminated.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$422,770 or 5% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$60,928 in this expenditure category due to updated BRASS Snapshots including scheduled Salary and Benefit increases.

#### Services and Supplies

There is a net decrease of \$475,927 in this expenditure category due to the conclusion of several one-time projects, including the Accela Automation upgrade, Princeton Land Use Update, and a technology upgrade.

#### Other Charges

There is a net decrease of \$7,771 in this expenditure category due to decreases in ISD charges. This decrease was partially offset by increases in County Facility Rental Charges and Motor Vehicle Mileage Charges.

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Contingencies/Departmental Reserves

There is no variance in this expenditure category. The balance in General Fund Reserves represents 4% of Net Appropriations, which exceeds the County 2% Reserves policy by \$158,374.

**NET COUNTY COST**

There is an increase of \$62,805 or 2.3% in this Department's General Fund allocation.

## Administration and Support (3810P)

### Program Locator

County

Community Services

Planning and Building Department

▷ **Administration and Support**

### Program Outcome Statement

Provide leadership and internal operational support

### Program Results

The Administration and Support Program offers direction and guidance to three programs within the Department: Long Range Planning, Current Planning, and Building Inspection. The Program provides fiscal oversight, payroll, budget, network administration, word processing, graphics, reception and administrative support. Administration and Support also serves as a critical source of document preparation, graphics, and the IT support needed by the Zoning Hearing Officer, Planning Commission, and Board of Supervisors to enable informed decisions regarding land use and development. The IT support component of the Program maintains a reliable computer network, allowing staff to perform their work efficiently and provide residents with timely access to information through its on-line permit tracking system.

In FY 2013-14, the Department will complete a permit processing and tracking system upgrade from a client-server platform to a web and cloud-based application. Administration and Support is also collaborating with the Information Services Department to develop permit processing and tracking integration with the County's Geographic Information System to make more information and mapping layers available to the public and staff. Throughout FY 2013-14 and FY 2014-15, the Program will improve e-resources for both internal and external customers, including an improved website, enhanced electronic document submission and management, and new ways to inform interested parties of land use issues.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of staff recommended actions approved by the Planning Commission	94%	98%	100%	100%	100%
Percent availability of computer network during scheduled hours	100%	100%	100%	100%	100%
Number of weekly hours the public is served	47.5	47.5	47.5	47.5	47.5

## Administration and Support (3810P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	15.0	15.0	15.0	13.0	(2.0)	13.0	
Funded FTE	14.9	14.9	14.9	12.9	(2.0)	12.9	
<b>Total Requirements</b>	<b>3,373,079</b>	<b>2,517,723</b>	<b>1,366,323</b>	<b>2,803,271</b>	<b>1,436,948</b>	<b>2,534,298</b>	<b>(268,973)</b>
<b>Total Sources</b>	<b>3,482,084</b>	<b>2,296,327</b>	<b>997,876</b>	<b>962,299</b>	<b>(35,577)</b>	<b>354,705</b>	<b>(607,594)</b>
<b>Net County Cost</b>	<b>(109,005)</b>	<b>221,395</b>	<b>368,447</b>	<b>1,840,972</b>	<b>1,472,525</b>	<b>2,179,593</b>	<b>338,621</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The variances below are explained by a change in budget methodology. Prior to the FY 2013-14 budget cycles, costs were tracked across programs using intra-departmental transfers. The decrease in Total Requirements is also attributed to the deletion of one-time Intrafund transfers to fund the Accela Automation Technology Upgrade and the SMC Saves technology grant. The reduction in Total Sources is due to the deletion of a one-time North Fair Oaks grant and a reduction in Fund Balance.

Total Requirements	Total Sources	Net County Cost	Positions
1,712,475	(35,577)	1,748,052	0

#### 2. Position Reduction - (Vacant Positions)

The reduction in Total Requirements is due to the deletion of two vacant positions, Administrative Services Manager and Senior Graphic Specialist, in order to provide cost savings and avoid the deletion of filled positions. These savings are offset partially by the addition of a Shared Services Agreement with the Department of Public Works, to be used on an as-needed basis.

Total Requirements	Total Sources	Net County Cost	Positions
(275,527)	0	(275,527)	(2)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,436,948	(35,577)	1,472,525	(2)

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The reduction in Total Requirements is attributed primarily to the conclusion of the Accela Automation Technology Upgrade and related technology expenditures in FY 2012-13 and FY 2013-14. The reduction in Total Sources is attributed to reduced Fund Balance, as a result of lower Reserves and a lower level of carried-over funds for continuing appropriations.

Total Requirements	Total Sources	Net County Cost	Positions
(268,973)	(607,594)	338,621	0

## Long Range Planning Services (3830P)

### Program Locator

County

Community Services

Planning and Building Department

▷ **Long Range Planning**

### Program Outcome Statement

Promote sustainable development by updating plans, regulations, and procedures

### Program Results

Long Range Planning will continue to revise and update the County's General Plan and Zoning Regulations to create livable communities, protect the environment, and support sustainable economic development.

In FY 2013-15, Long Range Planning will amend the zoning and subdivision regulations to implement the Housing Element and North Fair Oaks Community Plan; complete the Princeton Local Coastal Program Update; streamline the permit process for projects that support agriculture; implement emission reduction measures contained in the Climate Action Plan; develop information and pursue funds to construct the trail and roadway improvements recommended by the Midcoast Mobility Studies. Long Range Planning will also administer the Williamson Act Program, San Francisco Airport Roundtable, and Zoning Hearing Officer functions; enforce zoning, tree removal, and grading regulations; and apply for grants to fund other needed updates to the County's Plans and Regulations.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Achievement of land use and development emission reduction targets established by Climate Action Plan <sup>1</sup>	---	---	---	15%	30%
Completion of Implementation Actions Identified By Housing Element and North Fair Oaks Community Plan	---	---	---	75%	100%
Number of days to complete site inspection following receipt of code compliance complaint <sup>2</sup>	---	---	---	3	3

1. The timeframe for implementing all of the emission reduction measures contained in the CAP concludes in the year 2020.

2. Benchmark is Marin County, who has a target of 7 days

## Long Range Planning Services (3830P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	7.0	6.0	5.0	5.0		5.0	
Funded FTE	7.0	6.0	5.0	5.0		5.0	
Total Requirements	875,300	848,702	1,484,219	670,721	(813,498)	679,378	8,657
Total Sources	308,639	250,516	186,200	71,200	(115,000)	71,200	
Net County Cost	566,661	598,186	1,298,019	599,521	(698,498)	608,178	8,657

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The variances below are explained by a change in budget methodology. Prior to the 2013-14 budget cycle, costs were tracked across programs using intra-departmental transfers. The decrease in Total Sources is the result of the deletion of a one-time Federal grant which funded the San Mateo County Energy Efficiency and Climate Action Plan Project.

Total Requirements	Total Sources	Net County Cost	Positions
(813,498)	(115,000)	(698,498)	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Variances in Total Requirements and Net County Cost are the result of scheduled Salary & Benefit increases and a decrease in Telephone Service Charges.

Total Requirements	Total Sources	Net County Cost	Positions
8,657	0	8,657	0

## Building Inspection (3842P)

### Program Locator

County

Community Services

Planning and Building Department

▷ **Building Inspection Services**

### Program Outcome Statement

Protect public health and safety by enforcing building codes

### Program Results

Building Inspection Services protects the health and safety of County residents' property by ensuring that permitted construction within the unincorporated area of San Mateo County meets current building code standards.

Building Inspection staff will work with the Information Services Department to complete the Planning and Building Department's permit tracking system and upgrade in FY 2013-14. The new permit tracking system, Accela Automation, will enhance property owner and applicant access and improve permit management and workflows. Electronic Document Review (EDR) will be a key component in the system upgrade. When fully implemented, EDR will allow applicants to submit plans and documents 24 hours a day, 7 days a week.

In FY 2013-14, the number of building permits finalized is expected to reach 1,970, up from 1,950 estimated permits in FY 2012-13. This indicates a positive trend in permitted projects being completed in compliance with prevailing regulations and an improved construction economy. The percentage of major-type building permits (any permit exceeding 50% of the value of an existing building as determined by the Building Official) being issued within 365 days will continue to meet its 90% target in FY 2013-14. The one year timeframe represents the necessary time for all departments, agencies, and the applicant to submit and respond to code and regulation comments prior to issuing a permit.

San Mateo County has been awarded an Insurance Service Office (ISO) rating of 2 (in a range from 1 to 10 with 1 being the best). San Mateo County is in the top 17% of all Cities and Counties within the State of California with respect to an ISO rating of 2. Prior to 2008, San Mateo County consistently received an ISO rating of 7. The Board of Supervisors' approval of the most current California Building Codes and International Building Codes in 2008 was a factor in receiving the improved ISO rating of 2.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of building permits finalized	1,619	1,900	1,950	1,970	2,000
Percent of major-type building permits issued within 365 days	84%	94%	90%	90%	90%
Maintain an ISO Rating of 2	2	2	2	2	2

## Building Inspection (3842P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	17.0	15.0	15.0	15.0		15.0	
Funded FTE	16.9	14.8	14.8	14.7	(0.2)	14.7	
<b>Total Requirements</b>	<b>2,726,907</b>	<b>3,068,951</b>	<b>3,563,797</b>	<b>2,269,951</b>	<b>(1,293,846)</b>	<b>2,290,024</b>	<b>20,073</b>
<b>Total Sources</b>	<b>3,099,568</b>	<b>3,152,333</b>	<b>3,253,401</b>	<b>3,390,771</b>	<b>137,370</b>	<b>3,492,015</b>	<b>101,244</b>
<b>Net County Cost</b>	<b>(372,662)</b>	<b>(83,382)</b>	<b>310,396</b>	<b>(1,120,820)</b>	<b>(1,431,216)</b>	<b>(1,201,991)</b>	<b>(81,171)</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The variances below are explained by a change in budget methodology. Prior to the FY 2013-14 budget cycle, costs were tracked across programs using intra-departmental transfers. The increase in Total Sources is due to anticipated increases in Building Permits and related revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(1,293,846)	(137,370)	(1,431,216)	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The increase in Total Sources is due to anticipated increases in Building Permit Fees and related revenues.

Total Requirements	Total Sources	Net County Cost	Positions
20,073	101,244	(81,171)	0

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## Planning and Development Review (3843P)

### Program Locator

#### County

Community Services

Planning and Building Department

#### ▷ **Current Planning**

### Program Outcome Statement

Enhance quality of life and the environment through enforcement of land use, development, and environmental regulations

### Program Results

Current Planning protects and improves the community and the environment by processing permits for land use and development projects in the unincorporated areas of San Mateo County, ensuring compliance with the County General Plan, Local Coastal Program, Zoning/Subdivision Regulations and State and County environmental statutes. At the Development Review Center, staff receive and review plans and permit applications in addition to providing the public with information about zoning, land use, and environmental regulations and best management practices to improve the quality of future development, protecting neighborhood character and property values. Current Planning also provides project coordination, research and analysis, reports and recommendations for compliance with land use regulations to 11 Boards, Commissions and Committees, including the Board of Supervisors, that provide a forum for resolving land use conflicts and make land use recommendations and decisions.

Initiatives to be undertaken to improve performance in the next two years include: (1) expanding capacity and developing procedures for electronic information distribution and document management to increase efficiency and improve public outreach; (2) revising appeal procedures to decrease permit delays; (3) offering enhanced services/products to the public relative to property records research/analysis; (4) providing more detailed review of commercial development to improve land use compatibility; (5) installing and transitioning to a new permit tracking system to increase efficiency and accountability; (6) revising staff procedures to increase accuracy of information provided; (7) cross-training/sharing resources with Long Range Planning to update zoning regulations and policies.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Customers Assisted within 20 minutes/Phone Calls Answered or Returned Same Day <sup>1</sup>	83%	---	84%	85%	90%
Percent of Hearing-level Permits Processed within 4 months. Staff-level Permits Processed within 2 months <sup>2</sup>	68%	75%	70%	75%	80%
Average Number of Days from Application to Decision of Design Review Applications <sup>3</sup>	54	50	22	21	20

1. FY2011-12 and FY2012-13 data for customers assisted only

2. From date application complete for hearing-level permits, from date of application submittal for staff-level permits. FY 2011-12 and FY2012-13 data for hearing-level permits only

3. Marin County/SMCounty; includes only DR permits exempt from environmental review

### Planning and Development Review (3843P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	13.0	13.0	13.0	13.0		13.0	
Funded FTE	12.8	12.9	12.9	12.8	(0.0)	12.8	
<b>Total Requirements</b>	1,351,738	1,110,817	1,354,347	2,186,887	832,540	2,004,360	(182,527)
<b>Total Sources</b>	1,168,849	1,003,491	1,070,031	839,558	(230,473)	860,333	20,775
<b>Net County Cost</b>	182,889	107,327	284,316	1,347,329	1,063,013	1,144,027	(203,302)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The variances below are explained by a change in budget methodology. Prior to the FY 2013-14 budget cycle, costs were tracked across programs using intra-departmental transfers. The decrease in Total Sources is due to anticipated decline in Zoning Permit and Land Division Permit revenues. This decrease is partially offset by anticipated gains in Plan Checking Fees and Interfund Revenue. Increases in Total Requirements are the result of several one-time appropriations including the Princeton Land Use Update and the Ascension Heights Subdivision.

Total Requirements	Total Sources	Net County Cost	Positions
832,540	(230,473)	1,063,013	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. The variance in Total Requirements is due to the deletion of one-time appropriations including the Princeton Land Use Update, Ascension Heights Subdivision, and the Edgewood Canyon Estates Mitigation Monitoring Program.

Total Requirements	Total Sources	Net County Cost	Positions
(182,527)	20,775	203,302	0

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## Local Agency Formation Commission (LAFCo) (3570B)

### Department Locator

#### County

#### Community Services

#### ▷ Local Agency Formation Commission (LAFCo)

### Department Mission Statement

Provide staff support to the Local Agency Formation Commission to ensure city and special district organization and boundary changes comply with State law and State-mandated studies are completed in compliance with State law.

### Program Results

LAFCo has responsibility in the following areas affecting local government in the county:

- To discourage urban sprawl and encourage orderly growth and development of local government agencies.
- To prevent premature conversion of agricultural and open space lands.
- To review and approve or disapprove organizational change applications for the 20 cities, 23 independent special districts and 32 County-governed special districts, including annexation, incorporation and district formation or dissolution.
- To conduct municipal service reviews and sphere of influence updates for these agencies in a five year cycle.
- To perform and assist in studies of local government agencies to improve efficiency and reduce the cost of providing urban services.

The 2012-13 work program included completion of a special study of the San Mateo County Mosquito and Vector Control District and Municipal Service Review and Sphere of Influence Updates for the City of San Mateo, Crystal Springs County Sanitation District and miscellaneous County-governed districts, two city annexations, three district annexations, three extraterritorial service applications and on-going monitoring of Los Trancos County Water District.

The 2013-14 work program includes completion of municipal service reviews for ten cities and eight special districts, a special study of the Los Trancos County Water District and processing of pending applications that include Granada Sanitary District's proposal to reorganize as a community services district.

Local Agency Formation Commission (3570B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	165,079	154,028	157,813	197,273	39,460	197,893	620
Charges for Services	8,357	24,436	25,000	25,000		25,000	
Miscellaneous Revenue			2,636		(2,636)		
<b>Total Revenue</b>	173,436	178,464	185,449	222,273	36,824	222,893	620
Fund Balance	108,808	84,285	73,527	53,416	(20,111)	53,483	67
<b>TOTAL SOURCES</b>	282,244	262,749	258,976	275,689	16,713	276,376	687
<b>REQUIREMENTS</b>							
Salaries and Benefits	209,099	214,540	209,693	214,237	4,544	214,304	67
Services and Supplies	34,053	27,466	52,197	103,520	51,323	104,420	900
Other Charges	37,345	24,220	42,817	45,665	2,848	45,665	
<b>Gross Appropriations</b>	280,497	266,226	304,707	363,422	58,715	364,389	967
Intrafund Transfers	(82,538)	(77,004)	(78,907)	(98,636)	(19,729)	(98,946)	(310)
<b>Net Appropriations</b>	197,959	189,222	225,800	264,786	38,986	265,443	657
Contingencies/Dept Reserves	84,285	73,527	33,176	10,903	(22,273)	10,933	30
<b>TOTAL REQUIREMENTS</b>	282,244	262,749	258,976	275,689	16,713	276,376	687
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1.0	1.0	1.0	1.0		1.0	
Funded FTE	1.0	1.0	1.0	1.0		1.0	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$16,713 or 6% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is an increase of \$39,460 in this funding source due to increase in LAFCo operating budget that results in increase in apportionment to Cities and Special Districts.

#### Miscellaneous Revenue

There is a decrease of \$2,636 in this funding source due to change in A-87 charges from a revenue account to an expenditure account.

#### Fund Balance

There is a decrease of \$20,111 in this funding source resulting from changes in estimated expenditures for the prior year.

### TOTAL REQUIREMENTS

Total Requirements increased by \$16,713 or 6% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$4,544 in this expenditure category due to adjustments for benefits.

#### Services and Supplies

There is a net increase of \$51,323 in this expenditure category due to appropriation for consulting services (\$50,000) to complete State-mandated municipal service reviews. The balance of the changes are minor adjustments to various accounts.

#### Other Charges

There is an increase of \$2,848 in this expenditure category due to increases in A-87 and insurance charge.

#### Intrafund Transfers

There is an increase of \$19,729 in this expenditure category due to increase in LAFCo operating budget resulting in an increase to the County based on the funding formula that allocates one-third of the LAFCo net operating budget to the County.

#### Contingencies/Departmental Reserves

There is a decrease of \$22,273 in this expenditure category due to LAFCo eliminating one-time reserve and reflecting Commission adoption of reserve at 3% of net operating budget.

### NET COUNTY COST

State-mandated County apportionment of one-third of the LAFCo budget is shown as an intrafund transfer above. The balance of the LAFCo budget is offset by fees and city and special district contributions.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$687 or 0.02% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Intergovernmental Revenues

There is an increase of \$620 in this funding source due to increase in LAFCo operating budget that results in proportional increases to City and Special District apportionment based on funding formula.

Fund Balance

There is an increase of \$67 in this funding source resulting from changes in estimated expenditures for the prior year.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$687 or 0.02% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is an increase of \$67 in this expenditure category due to adjustments to benefit costs.

Services and Supplies

There is an increase of \$900 in this expenditure category due to anticipated increase in memberships.

Intrafund Transfers

There is an increase of \$310 in this expenditure category due to increase in LAFCo operating budget resulting in an increase to the County based on the funding formula that allocates one-third of LAFCo net operating budget to the County.

Contingencies/Departmental Reserves

There is an increase of \$30 in this expenditure category reflecting Commission adoption of reserve at 3% of net operating budget.

**NET COUNTY COST**

State-mandated County apportionment of one-third of the LAFCo budget is shown as an intrafund transfer above. The balance of the LAFCo budget is offset by fees and city and special district contributions.

**Local Agency Formation Commission (3570B)****Resource Allocation Summary**

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	1.0	1.0	1.0	1.0		1.0	
Funded FTE	1.0	1.0	1.0	1.0		1.0	
<b>Total Requirements</b>	282,244	262,749	258,976	275,689	16,713	276,376	687
<b>Total Sources</b>	282,244	262,749	258,976	275,689	16,713	276,376	687

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect inclusion of funds for consultant prepared municipal service reviews to complete the first round of State-mandated studies for cities and districts in San Mateo County.

Total Requirements	Total Sources	Net County Cost	Positions
16,713	16,713	0	0

## FY 2014-15 Program Funding Adjustments

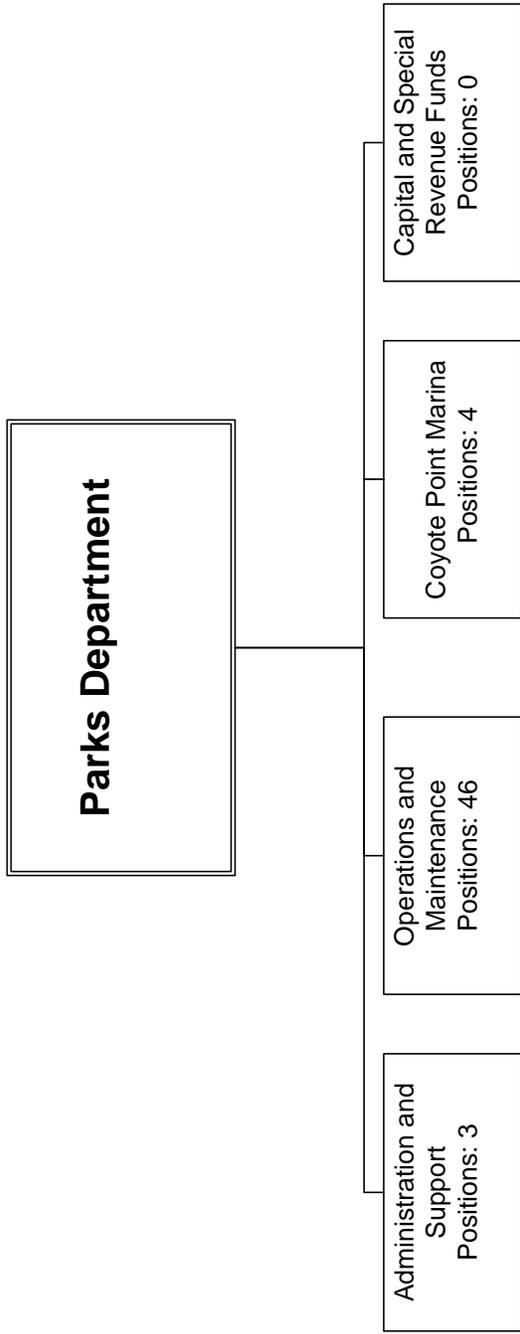
The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs:

Total Requirements	Total Sources	Net County Cost	Positions
687	687	0	0

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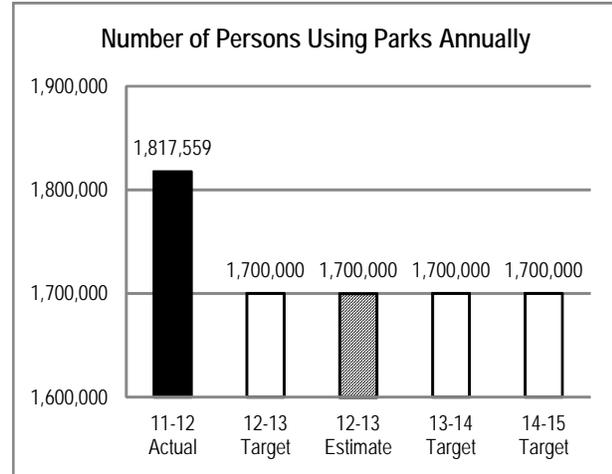
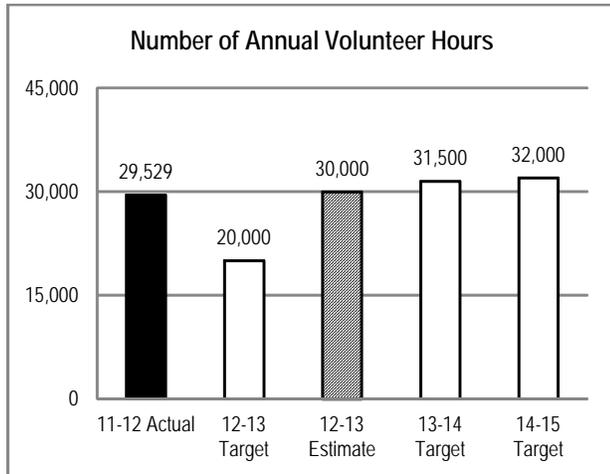
## Department Locator

County

Community Services

▷ **Parks Department**

## Key Department Measures



## Mission Statement

Through stewardship, the San Mateo County Park and Recreation Division 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.

## Overview

Annually, more than 1.5 million people visit the 17 San Mateo County Parks for healthy outdoor activities and education. Visitors come to picnic, camp, use the meeting facilities, tour three historic sites, visit two education centers, and hike, bike and ride horses on 178 miles of trails. The Program also provides support for the Parks and Recreation Commission, and the San Bruno Mountain Habitat Conservation Plan.

Parks staff completed five major projects last year valued at \$929,500. Major projects included the Memorial Park Utility Bridge, the California Coastal Trail at Fitzgerald Marine Reserve, and upgrade of the Parks Sign Shop. Parks also completed its 2013 Parks 5-Year Strategic Plan and developed the first part of a transition plan back to a stand-alone department. In FY 2013-14, Parks will finish the Sustainable Implementation Plan for this Strategic Plan. Also in FY12-13, Parks successfully began implementing the Agile Workforce model and will continue enhancing the program in FY 2013-14. At the end of this fiscal year, half of work hours used by Parks came from non-full time staff.

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 52 years. The Marina offers emergency patrol boat response, environmental protection, security and assistance to marina users, outside agencies, visitors special interest groups, and the community. The Marina also provides electrical and water service to berthers as well as an oil collection station, boat refueling, a boat wash down area, and a three lane launch ramp.

The Coyote Point Marina Program began constructing a new replacement dock system for large boats and is finalizing plans for the replacement of the Marina's fuel dock. Both are projects planned for completion in FY 2013-14. The

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Marina continues to try and increase berth occupancy and improvements will be made to the Visitor Dock electrical system and a new WiFi added for improved customer service.

The Parks Acquisition, Conservation and Development Fund is where the funds for the acquisition of land for the County park system, restoration and development of County park facilities and Parks Capital Projects are held. Over the last six years, more than \$11 million in external funding has been received from State Park Bonds, the San Mateo County Parks Foundation, State, Federal and local grants, Intrafund Transfers, private and corporate donations to fund capital improvement projects.

Parks staff completed two projects from the fund last year valued at \$184,000. These were Mirada Surf Phase III and the Coyote Point Water Line repairs. The design plans and specifications were completed for the Moss Beach Playground Restroom, Pigeon Point Restoration, Coyote Point Promenade Restoration, and the Beach Area Playground at Coyote Point Recreation Area.

From the Fish and Game Fund, operations for the propagation and conservation of fish and wildlife and environmental programs to the public are funded from fines collected by the Courts for violations of the California Fish and Game Code in San Mateo County. Operations include in-stream migration barrier removal, and related environmental education programs such as research and informational materials. Funds were allocated for in-stream fish barrier removals..

Parks Department (3900D)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	4,114	4,494	3,000	3,000		3,000	
Use of Money and Property	131,026	219,734	152,594	152,594		152,594	
Intergovernmental Revenues	5,000	10,111					
Charges for Services	1,352,616	1,807,587	1,539,495	1,584,495	45,000	1,599,495	15,000
Interfund Revenue	57,497	152,968	25,000	25,750	750	25,750	
Miscellaneous Revenue	554,011	300,475	55,000	55,000		55,000	
Other Financing Sources	163,914		170,066	261,222	91,156	261,222	
<b>Total Revenue</b>	<b>2,268,179</b>	<b>2,495,370</b>	<b>1,945,155</b>	<b>2,082,061</b>	<b>136,906</b>	<b>2,097,061</b>	<b>15,000</b>
Fund Balance	150,361	52,309	183,521	133,521	(50,000)	127,897	(5,624)
<b>TOTAL SOURCES</b>	<b>2,418,540</b>	<b>2,547,679</b>	<b>2,128,676</b>	<b>2,215,582</b>	<b>86,906</b>	<b>2,224,958</b>	<b>9,376</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,537,219	6,017,384	6,082,538	6,192,564	110,026	6,325,812	133,248
Services and Supplies	956,268	908,430	1,686,090	1,358,290	(327,800)	1,216,618	(141,672)
Other Charges	1,141,967	1,140,932	823,593	1,108,190	284,597	1,211,954	103,764
<b>Gross Appropriations</b>	<b>8,635,454</b>	<b>8,066,746</b>	<b>8,592,221</b>	<b>8,659,044</b>	<b>66,823</b>	<b>8,754,384</b>	<b>95,340</b>
Intrafund Transfers	(55,000)	(55,000)	(204,997)	(150,000)	54,997	(150,000)	
<b>Net Appropriations</b>	<b>8,580,454</b>	<b>8,011,746</b>	<b>8,387,224</b>	<b>8,509,044</b>	<b>121,820</b>	<b>8,604,384</b>	<b>95,340</b>
Contingencies/Dept Reserves	133,119		170,530	127,897	(42,633)	127,897	
<b>TOTAL REQUIREMENTS</b>	<b>8,713,573</b>	<b>8,011,746</b>	<b>8,557,754</b>	<b>8,636,941</b>	<b>79,187</b>	<b>8,732,281</b>	<b>95,340</b>
<b>NET COUNTY COST</b>	<b>6,295,033</b>	<b>5,464,067</b>	<b>6,429,078</b>	<b>6,421,359</b>	<b>(7,719)</b>	<b>6,507,323</b>	<b>85,964</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	52.0	51.0	48.0	49.0	1.0	49.0	
Funded FTE	51.5	50.6	48.2	48.7	0.5	48.7	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$86,906 or 4% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Charges for Services

There is an increase in Park Entry Fees of \$45,000 in this funding source due to an anticipated increase the number of visitors to parks.

#### Interfund Revenue

There is an increase of \$750 in this funding source due to anticipated additional revenue generated from the addition of an Office Specialist position.

#### Other Financing Sources

There is a net increase of \$91,156 in this funding source due to reservation fee funding previously going to Department of Public Works for reservation services now being redirected to the Parks budget as part of restructuring. This increase was completely offset by an increase in Salaries and Benefits due to the transfer of a Reservations Office Specialist position from DPW to Parks.

#### Fund Balance

There is a net decrease of \$50,000 in this funding source due to using the fund balance to offset fund balance and reserves transfers out. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements increased by \$79,187 or 1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$110,026 in this expenditure category due to adding funds into Extra Help Salaries and the addition of a Reservations Office Specialist. This increase was offset by the reduction of salaries and benefit costs in CLB adjustments, additional reservation fee revenue, and reductions in services and supplies accounts.

#### Services and Supplies

There is a net decrease of \$327,800 in this expenditure category due to the transfer of the Arts Commission out of parks, and reductions in Professional Independent Contractor, Other Special Departmental Expenses, Electric Gas and Utilities, In-House Administration and Accounting, Transportation Expense, and Other Professional Services based on anticipated need and restructuring as a department. This decrease was offset by additions to Salaries and Benefits, Other Professional Contract Services, Heating and Emergency Fuels, Scavenger and Recycling Service, Water Service, Employee Mileage Reimbursement, accounts in Other Charges, and a reduction in Intrafund Transfers. The balances of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net increase of \$284,597 in this expenditure category due to departmental restructuring and increased motor vehicle mileage charges. Restructuring cost increases included radio, telephone, facility and automation services accounts. This increase was offset by Services and Supply account reductions., increased revenue, and reductions in insurance and county-wide security services..

#### Intrafund Transfers

There is a net decrease of \$54,997 due to the transfer of the Arts Commission to the County Managers Office. This decrease was offset by a corresponding reduction in Services and Supplies accounts..

### Contingencies/Departmental Reserves

There is a decrease of \$42,633 in this expenditure category due to use of Reserves to offset Departmental Reserves Transfers. The balance in General Fund Reserves represents 1.5% of Net Appropriations, which does not meet the County 2% Reserves policy by \$42,283. There are no/major changes to Non-General Fund Reserves.

### **NET COUNTY COST**

There is a decrease of \$7,719 or .12% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### **TOTAL SOURCES**

Total Sources increased by \$9,376 or .4% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Charges for Services

There is a net increase of \$15,000 in this funding source due to an anticipated increase in reservation fees based on higher fee projections and usage. This increase was partially offset by an increase in Extra Help due to anticipated staffing needs.

#### Fund Balance

There is a decrease of \$5,624 in this funding source due to a lower reserves amount from the prior fiscal year. Fund Balance used for one-time projects and purchases in FY 2013-14 has been eliminated.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$95,340 or 1.1% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:.

#### Salaries and Benefits

There is a net increase of \$133,248 in this expenditure category due to CLB adjustments and the addition of Extra Help funding. This increase was partially offset by additional revenue and reductions in Services and Supplies accounts.

#### Services and Supplies

There is a net decrease of \$141,672 in this expenditure category due to reductions in In-House Accounting and Administrations associated with the departmental restructuring. This decrease was partially offset by increases in Other Professional Services, Other Departmental Expenses, and accounts in Other Charges in anticipation of additional funding needs in those areas. The balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net increase of \$103,764 in this expenditure category due to additional funding for anticipated increases in motor vehicle mileage charges and Information Services charges. This increase was partially offset by reductions in Services and Supplies accounts.

### **NET COUNTY COST**

There is an increase of \$85,964 or 1.3% in this Department's General Fund allocation.

## Parks Administration (3900B)

### Program Locator

#### County

Community Services

Department of Parks

#### ▷ **Parks Administration**

### Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

### Program Results

Annually, more than 1.5 million people visit the 17 San Mateo County parks for healthy outdoor activities and education. Visitors come to picnic, camp, use the meeting facilities, tour three historic sites, visit two education centers, and hike, bike and ride horses on 178 miles of trails. The Program also provides support for the Parks and Recreation Commission, and the San Bruno Mountain Habitat Conservation Plan.

Parks staff completed five major projects last year valued at \$929,500. Major projects included the Memorial Park Utility Bridge, the California Coastal Trail at Fitzgerald Marine Reserve, upgrade of the Parks Sign Shop, Vegetation Management Fuel Load Reduction, and Sewer Line Replacement at Coyote Point Recreation Area. The design plans and specifications were completed for the Coyote Point Promenade West, Mirada Surf Phase III, Coyote Point Marina Fuel Dock, and Pigeon Point Guardrail and Restoration projects.

Parks completed its 2013 Parks 5-Year Strategic Plan and developed the first part of a transition plan back to a stand-alone department. In FY 2013-14 Parks will finish the Sustainable Implementation Plan for this Strategic Plan. It will include the hiring of a Natural Resources Manager, four Park Rangers, a Director and Executive Secretary to provide better resource management, more community outreach, higher service and maintenance levels, and reopening of nine currently closed facilities.

Parks has successfully begun implementing the Agile Workforce model and will continue enhancing the program in FY 2013-14. At the end of this fiscal year, half of work hours used by Parks came from non-full time staff. Park volunteers provide over 30,000 hours annually (valued at \$742,500) to keep park facilities safe, clean and accessible, restore native habitats, provide educational information and support visitor services. Staff is also supplemented by paid and unpaid summer interns, Supported Training and Employment Program for Emancipated Foster Youth participants, extra help Park Aides, Sheriffs Work Program participants, CalFire crews, Student Conservation Association crews, San Francisco Conservation Corps crews, and Re-entry Employment Education Program (AB109) participants.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of annual volunteer hours	29,529	20,000	30,000	31,500	32,000
Average of Santa Clara, MPROSD <sup>1</sup>	---	---	---	---	---
Number of persons using Parks annually	1,817,559	1,700,000	1,700,000	1,700,000	1,700,000
Percent of Customers Rating Services and Experiences 'Good' or 'Excellent'	97%	95%	98%	100%	100%

<sup>1</sup> This is a new measure for FY 13-14.

### Parks Administration (3900B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	52.0	51.0	48.0	49.0	1.0	49.0	
Funded FTE	51.5	50.6	48.2	48.7	0.5	48.7	
<b>Total Requirements</b>	8,713,573	8,011,746	8,557,754	8,636,941	79,187	8,732,281	95,340
<b>Total Sources</b>	2,418,540	2,547,679	2,128,676	2,215,582	86,906	2,224,958	9,376
<b>Net County Cost</b>	6,295,033	5,464,067	6,429,078	6,421,359	(7,719)	6,507,323	85,964

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase of 3,000 additional extra help hours; adjustments to service and utility charges to reflect current rates; transfer of Arts Commission to the County Manager's Office; reduction in Fund Balance and Reserves as one-time items have been expended; and special departmental expenses have been reduced

Total Requirements	Total Sources	Net County Cost	Positions
(11,969)	(4,250)	(7,719)	0

## 2. Recreate Stand Alone Parks Department

To recreate a stand-alone Parks Department, funding for in-house administrative support services from the Department of Public Works was reduced by six months. Information Services Charges and Facility Rental Charges were added as they will now be incurred directly by Parks rather than passing through the Department of Public Works. The Parks Reservationist, a filled Office Specialist position with offsetting revenue, was transferred back into Parks. The remaining savings resulting from a reduction in Public Works Administrative Service Charges will be used to increase professional contract services

Total Requirements	Total Sources	Net County Cost	Positions
91,156	91,156	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
79,187	86,906	(7,719)	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. To complete the transition to a stand-alone Parks Department, remaining in-house administrative support services funding for Department of Public Works is removed, increase of 4,000 extra-help hours, Professional Contract Services increased, and Vehicle Service Charges increased along with other minor budget adjustments.

Total Requirements	Total Sources	Net County Cost	Positions
95,340	9,376	85,964	0

Parks Administration (3900B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	4,114	4,494	3,000	3,000		3,000	
Use of Money and Property	131,026	219,734	152,594	152,594		152,594	
Intergovernmental Revenues	5,000	10,111					
Charges for Services	1,352,616	1,807,587	1,539,495	1,584,495	45,000	1,599,495	15,000
Interfund Revenue	57,497	152,968	25,000	25,750	750	25,750	
Miscellaneous Revenue	554,011	300,475	55,000	55,000		55,000	
Other Financing Sources	163,914		170,066	261,222	91,156	261,222	
<b>Total Revenue</b>	<b>2,268,179</b>	<b>2,495,370</b>	<b>1,945,155</b>	<b>2,082,061</b>	<b>136,906</b>	<b>2,097,061</b>	<b>15,000</b>
Fund Balance	150,361	52,309	183,521	133,521	(50,000)	127,897	(5,624)
<b>TOTAL SOURCES</b>	<b>2,418,540</b>	<b>2,547,679</b>	<b>2,128,676</b>	<b>2,215,582</b>	<b>86,906</b>	<b>2,224,958</b>	<b>9,376</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,537,219	6,017,384	6,082,538	6,192,564	110,026	6,325,812	133,248
Services and Supplies	956,268	908,430	1,686,090	1,358,290	(327,800)	1,216,618	(141,672)
Other Charges	1,141,967	1,140,932	823,593	1,108,190	284,597	1,211,954	103,764
<b>Gross Appropriations</b>	<b>8,635,454</b>	<b>8,066,746</b>	<b>8,592,221</b>	<b>8,659,044</b>	<b>66,823</b>	<b>8,754,384</b>	<b>95,340</b>
Intrafund Transfers	(55,000)	(55,000)	(204,997)	(150,000)	54,997	(150,000)	
<b>Net Appropriations</b>	<b>8,580,454</b>	<b>8,011,746</b>	<b>8,387,224</b>	<b>8,509,044</b>	<b>121,820</b>	<b>8,604,384</b>	<b>95,340</b>
Contingencies/Dept Reserves	133,119		170,530	127,897	(42,633)	127,897	
<b>TOTAL REQUIREMENTS</b>	<b>8,713,573</b>	<b>8,011,746</b>	<b>8,557,754</b>	<b>8,636,941</b>	<b>79,187</b>	<b>8,732,281</b>	<b>95,340</b>
<b>NET COUNTY COST</b>	<b>6,295,033</b>	<b>5,464,067</b>	<b>6,429,078</b>	<b>6,421,359</b>	<b>(7,719)</b>	<b>6,507,323</b>	<b>85,964</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	52.0	51.0	48.0	49.0	1.0	49.0	
Funded FTE	51.5	50.6	48.2	48.7	0.5	48.7	

## Fish and Game (3950B)

### Program Locator

County

Community Services

Department of Parks

▷ **Fish and Game**

### Program Outcome Statement

Ensure fish and wildlife propagation and conservation, provide environmental education

### Program Results

Funding for operations for the propagation and conservation of fish and wildlife and environmental programs to the public are received from fines collected by the Courts for violations of the California Fish and Game Code in San Mateo County. Operations include in-stream migration barrier removal, and related environmental education programs such as research and informational materials. Specifically in FY 2013-14, the Program will undertake fish migration barrier removal projects at Memorial and San Pedro Valley Parks to benefit coho salmon and habitat protection measures at the Fitzgerald Marine Reserve for the Marine Protected Area to protect the habitat from public misuse. In 2014-15, funds will be used to continue instream habitat restoration and habitat protection projects at Memorial and Pescadero Creek Parks. This program is not funded by the General Fund. There is no Net County Cost.

### Fish and Game (3950B)

#### Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	76,703	80,011	81,561	81,811	250	15,661	(66,150)
Total Sources	76,703	80,011	81,561	81,811	250	15,661	(66,150)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance. Minor adjustments have been made to reflect actuals and Reserves have increased as a result of prior year savings.

Total Requirements	Total Sources	Net County Cost	Positions
250	250	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect available funding and the corresponding expenses will decrease as funds will be used for one-time in-stream habitat restoration and habitat protection at Memorial and Pescadero Creek Parks during FY 2013-14; and current costs for existing levels of service and performance.

Total Requirements	Total Sources	Net County Cost	Positions
(66,150)	(66,150)	0	0

## Fish and Game (3950B) Fish and Game Propagation Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	1,654	2,268	1,650	950	(700)	950	
Use of Money and Property	871	778	800	400	(400)	400	
Charges for Services		28					
Miscellaneous Revenue		234					
<b>Total Revenue</b>	<b>2,525</b>	<b>3,308</b>	<b>2,450</b>	<b>1,350</b>	<b>(1,100)</b>	<b>1,350</b>	
Fund Balance	74,178	76,703	79,111	80,461	1,350	14,311	(66,150)
<b>TOTAL SOURCES</b>	<b>76,703</b>	<b>80,011</b>	<b>81,561</b>	<b>81,811</b>	<b>250</b>	<b>15,661</b>	<b>(66,150)</b>
<b>REQUIREMENTS</b>							
Services and Supplies		900	67,500	67,500		10,000	(57,500)
<b>Net Appropriations</b>		<b>900</b>	<b>67,500</b>	<b>67,500</b>		<b>10,000</b>	<b>(57,500)</b>
Non-General Fund Reserves	76,703	79,111	14,061	14,311	250	5,661	(8,650)
<b>TOTAL REQUIREMENTS</b>	<b>76,703</b>	<b>80,011</b>	<b>81,561</b>	<b>81,811</b>	<b>250</b>	<b>15,661</b>	<b>(66,150)</b>

## Parks Acquisition and Development (3970B)

### Program Locator

County

Community Services

Department of Parks

▷ **Parks Acquisition and Development**

### Program Outcome Statement

Ensure that grants or other external funding are sought and obtained for projects and acquisitions

### Program Results

The Parks Acquisition, Conservation and Development Fund is where the funds for the acquisition of land for the County park system, restoration and development of County park facilities and Parks Capital Projects are held. Over the last six years, more than \$11 million in funding has been received from State park Bonds, the San Mateo County Parks Foundation, State, Federal and local grants, Intrafund Transfers, private and corporate donations to fund capital improvement projects.

Parks staff completed two projects from the fund last year valued at \$184,000. These were Mirada Surf Phase III and the Coyote Point Water Line repairs. The design plans and specifications were completed for the Moss Beach Playground Restroom, Pigeon Point Restoration, Coyote Point Promenade Restoration, and the Beach Area Playground at Coyote Point Recreation Area. A number of projects were not begun or completed due to workload issues that are being re-appropriated in FY 2013-14 along with associated revenue. In addition, six alternatively funded projects will be undertaken including the replacement of the Coyote Point Beach Area Playground, Sawyer Camp Trail repairs, and Coyote Point Gatehouse repairs will be undertaken. For FY 2014-15, eight alternatively funded projects will begin including Crystal Springs Trail South of Hwy 92, San Bruno Mountain Fuel Load Reduction, San Bruno Day Camp Renovation, and Coyote Point Park Beach Area repaving.

### Parks Acquisition and Development (3970B)

#### Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	4,193,282	3,141,804	3,977,186	5,924,915	1,947,729	2,074,378	(3,850,537)
Total Sources	4,193,282	3,141,804	3,977,186	5,924,915	1,947,729	2,074,378	(3,850,537)

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percentage of successful grant/ external funding applications	---	---	---	---	---
Average of Santa Clara and Mid-Peninsula Regional Open Space District	---	---	---	---	---
Number of Capital Projects completed	4	8	2	8	8

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made reducing anticipated interest due to lower fund balance, and the re-appropriation of revenue and expenditures from projects not completed or started in FY 2012/13.

Total Requirements	Total Sources	Net County Cost	Positions
1,207,729	1,207,729	0	0

2. New Projects

Six new construction projects have been added along with anticipated revenue.

Total Requirements	Total Sources	Net County Cost	Positions
740,000	740,000	0	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
1,947,729	1,947,729	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Prior year expenditures eliminated and associated revenue eliminated. Fund balance reduced from prior year as amount in the fund was used for project expensed.

Total Requirements	Total Sources	Net County Cost	Positions
788,916	788,916	0	0

### 2. New Projects

Eight new projects budgeted for FY 2014-15. Anticipated State Aid for projects budgeted. Reserves held in fund allocated for projects resulting in a reduction of reserve amount by \$739,807.

Total Requirements	Total Sources	Net County Cost	Positions
1,285,462	1,285,462	0	0

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(3,850,537)	(3,850,537)	0	0

Parks Acquisition and Development (3970B)  
Parks Acquisition and Development Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	37,039	24,339	25,000	20,000	(5,000)	1,000	(19,000)
Intergovernmental Revenues	448,755	343,047	1,378,000	2,403,000	1,025,000	1,285,462	(1,117,538)
Interfund Revenue		239		599,000	599,000		(599,000)
Miscellaneous Revenue	122,132	90,976		688,000	688,000		(688,000)
Other Financing Sources	7,000						
<b>Total Revenue</b>	<b>614,926</b>	<b>458,601</b>	<b>1,403,000</b>	<b>3,710,000</b>	<b>2,307,000</b>	<b>1,286,462</b>	<b>(2,423,538)</b>
Fund Balance	3,578,356	2,683,204	2,574,186	2,214,915	(359,271)	787,916	(1,426,999)
<b>TOTAL SOURCES</b>	<b>4,193,282</b>	<b>3,141,804</b>	<b>3,977,186</b>	<b>5,924,915</b>	<b>1,947,729</b>	<b>2,074,378</b>	<b>(3,850,537)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	356,428	313,634	168,000	928,000	760,000	358,000	(570,000)
Fixed Assets	42,454	24,329		3,208,999	3,208,999	381,807	(2,827,192)
Other Financing Uses	1,264,874	229,656	2,956,400	1,000,000	(1,956,400)	1,285,462	285,462
<b>Net Appropriations</b>	<b>1,663,756</b>	<b>567,618</b>	<b>3,124,400</b>	<b>5,136,999</b>	<b>2,012,599</b>	<b>2,025,269</b>	<b>(3,111,730)</b>
Non-General Fund Reserves	2,529,526	2,574,186	852,786	787,916	(64,870)	49,109	(738,807)
<b>TOTAL REQUIREMENTS</b>	<b>4,193,282</b>	<b>3,141,804</b>	<b>3,977,186</b>	<b>5,924,915</b>	<b>1,947,729</b>	<b>2,074,378</b>	<b>(3,850,537)</b>

## Coyote Point Marina (3980B)

### Program Locator

County

Community Services

Department of Parks

▷ **Coyote Point Marina**

### Program Outcome Statement

Safe public access to San Francisco Bay with berths and launching

### Program Results

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 52 years. The Marina offers emergency patrol boat response, environmental protection, security and assistance to marina users, outside agencies, visitors special interest groups, and the community. The Marina also provides electrical and water service to berthers as well as an oil collection station, boat refueling, a boat wash down area, and a three lane launch ramp. The Coyote Point Marina Program is constructing a new replacement dock system for large boats and is finalizing plans for the replacement of the Marina's fuel dock.

In FY 2013-14, the construction of Dock 29 and the new fuel dock will be completed. Also improvements will be made to the Visitor Dock electrical system and WiFi will be added for tenant use. In FY 2014-15, the Marina Program will repair parts of a deteriorated sewer system, upgrade its main restroom. Planning and permitting will begin for future harbor dredging. This program is not funded by the General Fund. There is no Net County Cost. The replacement of Dock 29 will contribute to filling usable berth space in the marina. Making electrical system, WiFi, and restroom improvements will contribute to overall good or excellent customer service ratings.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Usable Berths Filled:					
- Coyote Point Marina	75%	78%	76%	95%	95%
- Five local public marinas <sup>1</sup>	77%	---	77%	---	---
Percent of planned capital projects completed (data development)	---	---	---	---	---
Percent of Customers Rating Marina Services and Experiences 'Good' or 'Excellent'	97%	90%	98%	100%	100%

<sup>1</sup> This is a new measure for FY 2013-14.

## Coyote Point Marina (3980B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	4.0	4.0	3.0	4.0	1.0	4.0	
Funded FTE	4.3	4.0	3.0	4.0	1.0	4.0	
<b>Total Requirements</b>	2,317,033	1,770,760	3,495,530	3,394,355	(101,175)	1,623,528	(1,770,827)
<b>Total Sources</b>	2,317,033	1,770,760	3,495,530	3,394,355	(101,175)	1,623,528	(1,770,827)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; a reduction in revenue for sales of boat fuel and reduction of expenditures for boat fuel due to the temporary closure of fuel dock, deletion of one-time capital expenses, and an increase in reserves.

Total Requirements	Total Sources	Net County Cost	Positions
(101,175)	(101,175)	0	0

#### 2. Recreation of Stand Alone Parks Department

For re-creation of Parks as a stand alone department, one filled Fiscal Office Specialist was transferred back into the Marina and associated Public Works In-house administrative costs reduced.

Total Requirements	Total Sources	Net County Cost	Positions
92,244	0	92,244	1
(92,244)	0	(92,244)	0

#### 3. One-time Vehicle Purchase

One of the Marina's service trucks has reached the end of its serviceable life and will be replaced using \$37,000 in Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
37,000	0	37,000	0
(37,000)	0	(37,000)	0

#### 4. Accumulated Gas Taxes

A one-time payment, funded by \$8,000 in Reserves will occur for accumulated gasoline taxes owed.

Total Requirements	Total Sources	Net County Cost	Positions
8,000	0	8,000	0
(8,000)	0	(8,000)	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(101,175)	(101,175)	0	1

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs, fixed asset and capital projects budgets reduced since one-time purchase of a vehicle and construction of Dock 29 will be completed, repayment of the Dock 29 loan starts, and reserves are increased due to positive cash flow.

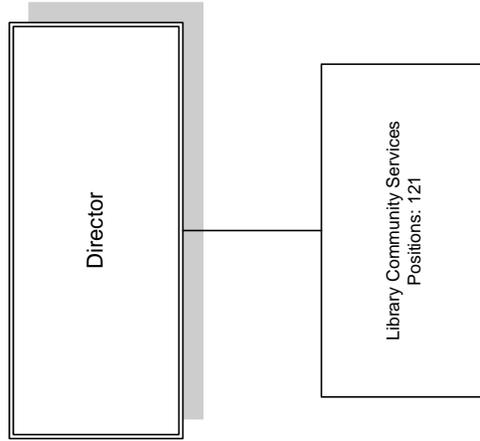
Total Requirements	Total Sources	Net County Cost	Positions
(1,770,827)	(1,770,827)	0	0

Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	28,992	19,365	24,200	24,800	600	24,800	
Intergovernmental Revenues	162,877	186,869	1,830,000	1,830,000			(1,830,000)
Charges for Services	1,102,228	1,181,112	1,116,469	984,969	(131,500)	1,109,969	125,000
Miscellaneous Revenue		11,413					
<b>Total Revenue</b>	<b>1,294,097</b>	<b>1,398,758</b>	<b>2,970,669</b>	<b>2,839,769</b>	<b>(130,900)</b>	<b>1,134,769</b>	<b>(1,705,000)</b>
Fund Balance	1,022,936	372,002	524,861	554,586	29,725	488,759	(65,827)
<b>TOTAL SOURCES</b>	<b>2,317,033</b>	<b>1,770,760</b>	<b>3,495,530</b>	<b>3,394,355</b>	<b>(101,175)</b>	<b>1,623,528</b>	<b>(1,770,827)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	395,928	380,224	333,060	451,983	118,923	461,419	9,436
Services and Supplies	367,501	337,615	402,473	212,053	(190,420)	212,053	
Other Charges	401,615	411,492	372,861	374,560	1,699	434,560	60,000
Fixed Assets	609,111	67,992	132,000	37,000	(95,000)		(37,000)
Other Financing Uses	170,876	14,890	1,830,000	1,830,000			(1,830,000)
<b>Net Appropriations</b>	<b>1,945,032</b>	<b>1,212,213</b>	<b>3,070,394</b>	<b>2,905,596</b>	<b>(164,798)</b>	<b>1,108,032</b>	<b>(1,797,564)</b>
Non-General Fund Reserves	372,001	558,547	425,136	488,759	63,623	515,496	26,737
<b>TOTAL REQUIREMENTS</b>	<b>2,317,033</b>	<b>1,770,760</b>	<b>3,495,530</b>	<b>3,394,355</b>	<b>(101,175)</b>	<b>1,623,528</b>	<b>(1,770,827)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4.0	4.0	3.0	4.0	1.0	4.0	
Funded FTE	4.3	4.0	3.0	4.0	1.0	4.0	

**SAN MATEO COUNTY LIBRARY JPA**



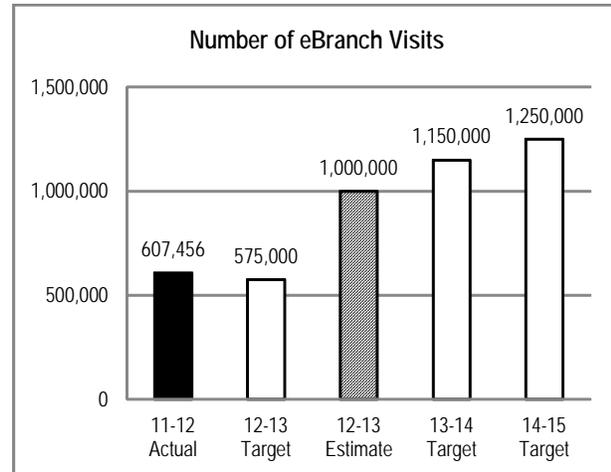
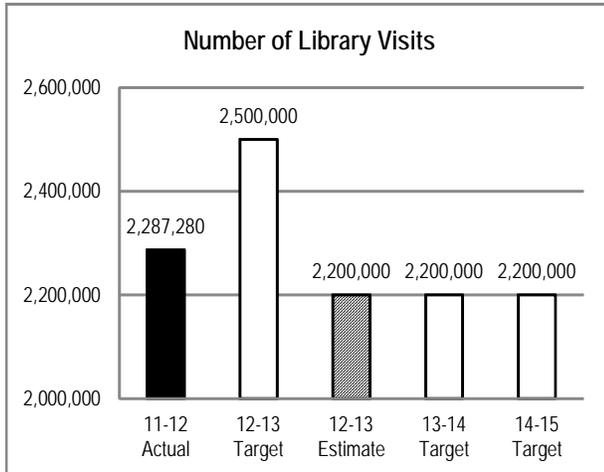
## Department Locator

County

Community Services

▷ **San Mateo County Library**

## Key Department Measures



## Department Mission Statement

The San Mateo County Library provides innovative, dynamic services that connect our diverse community with opportunities for individual growth and enrichment

## Overview

The San Mateo County Library (SMCL or Library) has a rich history of providing library service to the residents of San Mateo County and a commitment to exceptional public service which endures to this day. The 12 community libraries, bookmobile, and eBranch are a source of books, magazines, newspapers and information in multiple languages. As one of the largest providers of free Internet access in the county, San Mateo County Library offers public access computers connected to a high speed network and wireless access to users with laptops, tablets and mobile devices. The eBranch provides access to a collection exceeding 760,000 items including online research databases and a growing digital library of eBooks and eAudiobooks.

The San Mateo County Library also responds to the informational, educational and cultural needs of the community by offering a broad range of programs for children, teens and adults including storytimes, author readings, lectures, films, exhibits, dance and musical performances. Outreach services include book club readings provided to incarcerated youth, visits to senior centers, and programs offered in settings such as schools, and early literacy services at health clinics for women, infants and children. Educational programming includes homework help assistance, computer and workforce development training, and literacy services for children, families and adults.

Rated in the top 3% of public library services nationally, the San Mateo County Library is a Joint Powers Authority (JPA) comprised of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county. The SMCL JPA is governed by a Board consisting of representatives from each member entity. The SMCL JPA Governing Board is responsible for providing oversight of library operations, fiscal matters and budget approval. Approximately 274,000 people live within the boundaries of the SMCL legal taxing district which covers 351 square miles.

Significant accomplishments in FY 2012-13 include:

Launched the Library's mobile-app' for use on smartphones and mobile devices enabling customers to perform many of the same tasks available through smcl.org such as searching the catalog; placing holds; renewing materials; viewing a display of new books, events and programs; and connecting with library staff. Implementation of the app has resulted in a marked increase in the number of online hits increasing from 607,456 in FY 2011-12 to an estimated 1,000,000 in FY 2012-13.

Developed a new word-based classification system to address customer feedback. The new classification system, called FindIt! enhances the library subject headings already in use and includes language easily identifiable by the public. With the conversion of the print nonfiction collections to a word-based classification system, users can experience San Mateo County Library collections as friendly and intuitive, encouraging browsing and discovery.

Introduced a new online resource called JobScout. Accessible from the Library's eBranch, JobScout uses social games designed to engage users in self-paced, online activities that focus on Internet skills applied in a real life context. Through JobScout, job-seekers can search for employment in their area, learn how to write a resume, and obtain tips for impressing interviewers. JobScout also offers 25 lessons on basic Internet skills that can benefit job-seekers and others. Instruction topics include: Using Gmail; Communicating Effectively Online; How to Use a Web Browser; and Privacy and Security Basics.

Representing strong alignment with the goals and objectives of the SMCL Strategic Plan, the following priorities will be implemented in order to improve outcomes and remain relevant in today's library environment:

- Identify the demographic characteristics, behaviors and values of users and non-users in order to better understand and tailor library services to community needs.
- Provide programs and physical spaces that promote learning through play and hands-on exploration, fostering a culture of curiosity and innovation for all ages.
- Cultivate opportunities for increased involvement and advocacy in support of library services.
- Enhance digital collections, expand digital access points, and offer opportunities for creating digital content to provide patrons with the full breadth of the evolving digital revolution in library collections and services.

## Program Results

The San Mateo County Library expects to circulate over 3.6 million items in FY 2013-14. The number of library visits is projected at over 2.2 million. Users will be able to take advantage of current, popular materials in a wide range of formats, access more than 390 public computers, and participate in over 6,000 programs and events. Registers card holders as a percent of the population is expected to reach 70%.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of library visits	2,287,280	2,500,000	2,200,000	2,200,000	2,200,000
Percent of customer survey respondents rating services 'good' or 'better'	90%	97%	92%	95%	95%
Number of circulated materials	3,756,016	4,000,000	3,750,000	3,600,000	3,750,000

County Library (3700B)  
County Library Fund

## FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	18,232,579	18,448,921	17,257,980	18,655,736	1,397,756	17,611,164	(1,044,572)
Use of Money and Property	119,568	98,313	84,800	89,800	5,000	89,800	
Intergovernmental Revenues	507,046	490,928	106,450	561,900	455,450	361,900	(200,000)
Charges for Services	588,062	531,647	568,000	543,000	(25,000)	543,000	
Interfund Revenue	157,388	157,388	157,386	157,385	(1)	157,385	
Miscellaneous Revenue	481,479	537,565	356,813	557,813	201,000	357,813	(200,000)
<b>Total Revenue</b>	<b>20,086,121</b>	<b>20,264,761</b>	<b>18,531,429</b>	<b>20,565,634</b>	<b>2,034,205</b>	<b>19,121,062</b>	<b>(1,444,572)</b>
Fund Balance	11,641,652	12,471,616	13,190,699	14,875,939	1,685,240	14,875,939	
<b>TOTAL SOURCES</b>	<b>31,727,773</b>	<b>32,736,377</b>	<b>31,722,128</b>	<b>35,441,573</b>	<b>3,719,445</b>	<b>33,997,001</b>	<b>(1,444,572)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	12,603,684	12,556,615	12,528,750	12,675,374	146,624	12,769,038	93,664
Services and Supplies	12,581,674	12,794,904	13,485,062	15,208,742	1,723,680	12,282,960	(2,925,782)
Other Charges	1,383,581	1,340,802	1,385,227	1,464,697	79,470	1,464,697	
Fixed Assets	211,002	6,928		25,000	25,000	25,000	
<b>Gross Appropriations</b>	<b>26,779,940</b>	<b>26,699,249</b>	<b>27,399,039</b>	<b>29,373,813</b>	<b>1,974,774</b>	<b>26,541,695</b>	<b>(2,832,118)</b>
Intrafund Transfers	(7,523,783)	(7,153,571)	(8,199,448)	(8,491,557)	(292,109)	(7,732,625)	758,932
<b>Net Appropriations</b>	<b>19,256,157</b>	<b>19,545,678</b>	<b>19,199,591</b>	<b>20,882,256</b>	<b>1,682,665</b>	<b>18,809,070</b>	<b>(2,073,186)</b>
Contingencies/Dept Reserves	8,233,041	3,666,418	3,586,280	3,755,526	169,246	3,755,526	
Non-General Fund Reserves	4,238,575	9,524,281	8,936,257	10,803,791	1,867,534	11,432,405	628,614
<b>TOTAL REQUIREMENTS</b>	<b>31,727,773</b>	<b>32,736,377</b>	<b>31,722,128</b>	<b>35,441,573</b>	<b>3,719,445</b>	<b>33,997,001</b>	<b>(1,444,572)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	130.0	126.0	122.0	121.0	(1.0)	121.0	
Funded FTE	114.2	111.6	107.3	106.6	(0.7)	106.6	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$3,719,445 or 10% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$1,397,756 in this funding source due primarily to adjustments of \$747,000 made in the projected growth of property tax revenue, \$350,000 of RDA revenue representing residual balances held in the trust fund, and \$300,000 representing anticipated excess ERAF.

#### Use of Money and Property

There is an increase of \$5,000 in this funding source due to anticipated interest earnings on reserves.

#### Intergovernmental Revenues

There is an increase of \$455,450 in this funding source due primarily to \$200,000 of RDA revenue representing pass through tax increment amounts, the inclusion of \$55,000 of restored state library funding used to support adult literacy efforts, and \$200,000 of one-time revenue from HUD to support efforts by the City of Half Moon Bay to provide accessible restrooms and an exterior ramp to the library facility.

#### Charges for Services

There is decrease of \$25,000 in this funding source due to projected fees and fines incurred by patrons.

#### Interfund Revenue

There is a decrease of \$1 in this funding source representing the contribution by the County based on the terms established in the SMCL JPA Agreement and used to offset facility maintenance costs associated with the County-owned East Palo Alto Library facility. These corresponding costs are reflected in Other Charges.

#### Miscellaneous Revenue

There is an increase of \$201,000 in this funding source primarily reflecting support from the Friends of the San Carlos Library related to interior improvements planned for the San Carlos Library.

#### Fund Balance

There is an increase of \$1,685,240 in this funding source due primarily to accumulated excess ERAF and RDA disbursements.

### TOTAL REQUIREMENTS

Total Requirements increased by \$3,719,445 or 10% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$146,624 in this expenditure category due to merit increases and benefit adjustments; offset by the elimination of one vacant part-time Library Technician. The responsibilities of this position have been absorbed by existing staff and anticipated to have minimal impact on end-user services.

#### Services and Supplies

There is an increase of \$1,723,680 in this expenditure category due primarily to \$1.2 million of one-time activities to purchase equipment, materials and digital resources that support system wide goals of providing library users with convenient, high quality service that maximizes the modern library experience, \$930,000 to complete an interior renovation of the San Carlos Library, expenditure transfers of \$290,000 representing support costs to the branch

libraries; and offset by elimination of one-time activities from the prior year totaling \$750,000; the balance of the changes are adjustments to meet budget targets and various reclassifications of expenses within this category.

#### Other Charges

There is an increase of \$79,470 in this expenditure category representing costs associated with services provided by the County for activities including vehicle, phone, human resources and payroll support.

#### Fixed Assets

There is an increase of \$25,000 in this expenditure category to capture fixed asset purchases.

#### Intrafund Transfers

There is an increase of \$292,109 in this expenditure category to reflect support costs that are distributed to each of the branch libraries.

#### Contingencies/Departmental Reserves

There is an increase of \$2,036,780 in this expenditure category due principally to the accumulation of additional excess ERAF and new RDA disbursements.

### FY 2014-15 Budget Overview

#### **TOTAL SOURCES**

Total Sources decreased by \$1,444,572 or 4% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Taxes

There is a net decrease of \$1,044,572 in this funding source due to the elimination of \$1.4 million in excess ERAF budgeted in the prior year and offset by an increase of \$340,000 in projected property tax growth.

#### Intergovernmental Revenues

There is a decrease of \$200,000 in this funding source due to the elimination of one-time revenue from HUD to support efforts by the City of Half Moon Bay to provide accessible restrooms and an exterior ramp to the library facility.

#### Miscellaneous Revenue

There is a decrease of \$200,000 in this funding source due to the elimination of one-time revenue from the Friends of the San Carlos Library related to interior improvements completed at the San Carlos Library in the prior year.

#### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$1,444,572 or 4% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$93,664 in this expenditure category to due to merit increases and benefit adjustments.

#### Services and Supplies

There is a decrease of \$2,925,782 in this expenditure category due to the elimination of one-time activities from the prior year.

#### Intrafund Transfers

There is a decrease of \$758,932 in this expenditure category to reflect support costs that are distributed to each of the branch libraries.

### Contingencies/Departmental Reserves

There is an increase of \$628,614 in this expenditure category due principally to cost savings associated with general library operations.

### County Library (3700B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	130.0	126.0	122.0	121.0	(1.0)	121.0	
Funded FTE	114.2	111.6	107.3	106.6	(0.7)	106.6	
<b>Total Requirements</b>	<b>31,727,773</b>	<b>32,736,377</b>	<b>31,722,128</b>	<b>35,441,573</b>	<b>3,719,445</b>	<b>33,997,001</b>	<b>(1,444,572)</b>
<b>Total Sources</b>	<b>31,727,773</b>	<b>32,736,377</b>	<b>31,722,128</b>	<b>35,441,573</b>	<b>3,719,445</b>	<b>33,997,001</b>	<b>(1,444,572)</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and equipment from the prior year; adjustments to capture anticipated increases in property tax revenue; and an increase in Reserves based on the accumulation of additional excess ERAF and new RDA disbursements generated in the prior year.

Total Requirements	Total Sources	Net County Cost	Positions
1,614,821	1,931,443	(316,622)	0

#### 2. Add One-time Purchases to Improve Service Delivery

Purchase equipment and materials that support system wide goals of providing library users with convenient, high quality service that maximizes the modern library experience and includes: creating visually appealing and informative signage and shelving to improve access to non-fiction collections, improving workspaces to increase functionality and productivity, increasing materials in the children, teen and adult collections as well as digital resources including digital magazines, digital world language materials and best-selling titles which are compatible with popular eReaders and mobile devices, adding active learning programs for all ages and physical spaces that promote learning through play and hands-on exploration, adding tablet computers and eReaders to enhance digital learning and literacy needs, completing computer upgrades in order to meet industry standards.

Total Requirements	Total Sources	Net County Cost	Positions
1,184,850	868,228	316,622	0

#### 3. Complete Interior Renovation of the San Carlos Library

The San Carlos Library is a popular and well-used destination. In addition to facility maintenance issues that need to be addressed and as library services continue to evolve, renovations are necessary in order to meet customer

expectations and to take advantage of labor saving technologies, merchandising opportunities, and community learning needs. The project will reconfigure the existing layout to create a more functional library and include several structural improvements.

Total Requirements	Total Sources	Net County Cost	Positions
932,000	932,000	0	0

#### 4. Complete Community Data Initiative

Collect community data in order to better understand and tailor library services to community needs and includes identifying the demographic characteristics, behaviors and values of users and non-users. By developing a comprehensive picture of service area characteristics and quantifiable user types, San Mateo County Library will be better prepared to effectively allocate resources and enable the system to strengthen its relevance to the community.

Total Requirements	Total Sources	Net County Cost	Positions
50,000	50,000	0	0

#### 5. Eliminate Vacant Positions

One vacant part time Library Technician will be eliminated in order to support the Library's strategy to close a structural deficit, to achieve ongoing savings, and focus on the long-term fiscal health of the Library. The responsibilities of this position has been absorbed by existing staff and anticipated to have minimal impact on end-user services

Total Requirements	Total Sources	Net County Cost	Positions
(62,226)	(62,226)	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
3,719,445	3,719,445	0	0

#### FY 2014-15 Program Funding Adjustments

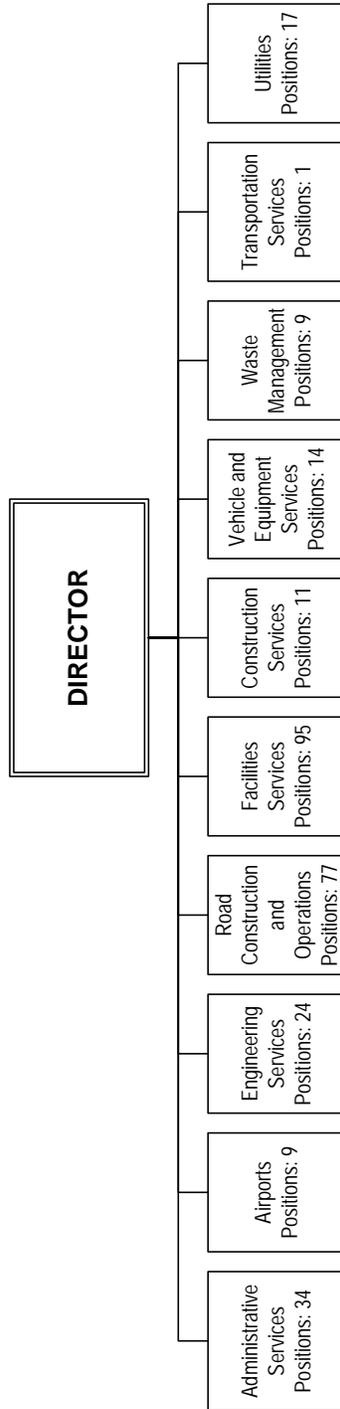
The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; *and elimination of one-time projects including furniture, equipment and materials purchases.*

Total Requirements	Total Sources	Net County Cost	Positions
(1,44,572)	(1,444,572)	0	0

# DEPARTMENT OF PUBLIC WORKS



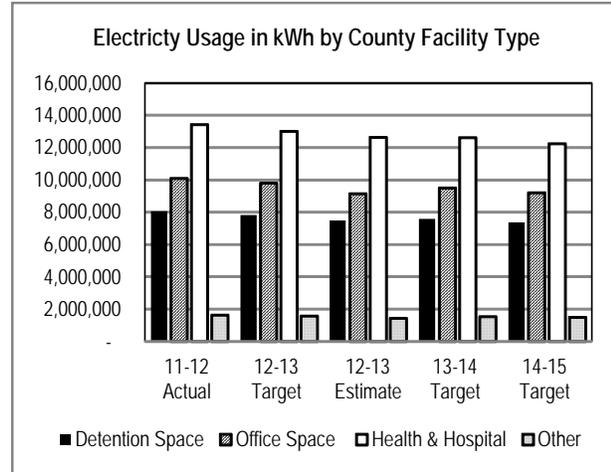
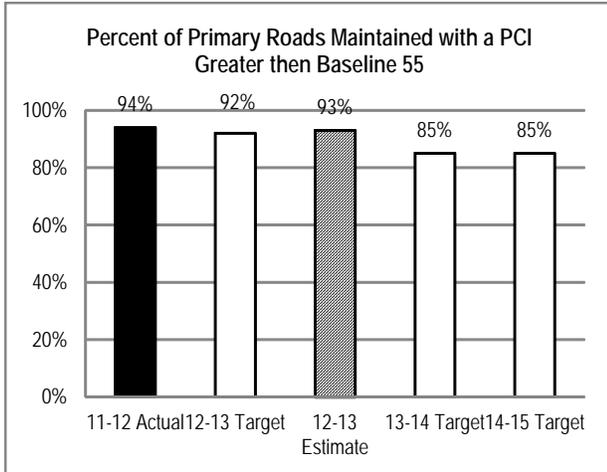
## Department Locator

County

Community Services

▷ Department of Public Works

## Key Performance Measures



## Mission Statement

The Department of Public Works provides efficient, economical and responsive infrastructure systems and maintenance; facility engineering, design, development and maintenance; utilities and environmental services to San Mateo County. Services ensure safe, cost effective, accessible and attractive County facilities.

## Overview

The Department of Public Works provides San Mateo County residents and County departments with several key services. The Department designs, constructs, repairs, and maintains County roads; operates and maintains the County's facilities and fleet; operates and maintains the San Carlos and Half Moon Bay airports; manages the construction of County capital projects; and manages waste management programs, resource conservation programs and utility districts. Specifically, the County provides flood control in three districts; sewer/sanitation management for 10 districts; streetlight maintenance management in 11 Districts; manage water, street lighting, fire protection, garbage, and garbage recycling services for County Service Areas 7, 8, and 11; drainage maintenance management in six Districts and water system maintenance in La Honda and Pescadero.

For many years, the Department of Public works relied on its own limited numbers of certified operators to maintain the County Service Area 7 and 11 water systems. As staff left County employment, the Department was no longer able to meet State operations regulations and in FY 2012-13 the Department became more agile by contracting with an outside firm to provide the required operation and maintenance services for the water systems on a long-term basis thus ensuring that the systems comply with State regulations, continue to produce good quality drinking water and protect public health.

In addition, the sewer districts prepared and implemented the Sewer System Management Plan to comply with the Statewide General Waste Discharge Requirements for Sanitary Sewer Systems and reduce sanitary sewer overflows (SSOs). The Districts were able to meet the performance targets of total number of SSOs reportable to the State between FY 2009-10 through FY 2011-12. To further reduce the number of sewer overflows and the amount of staff time spent on unscheduled sewer system maintenance, the Utilities program has planned several capital improvement

projects over the next two years in the following Districts: Crystal Springs, Fair Oaks, Devonshire County, Emerald Lake Heights, Harbor Industrial, Kensington Square, and Oak Knoll Manor.

The Department provides construction management for major improvement projects in a variety of sectors. For example, in 2012 the Roads division expedited repair of Skylonda Drive by contracting with a design-build slope stabilization firm and through the utilization of its own road workers to reconstruct the previously failed road, divert drainage away from the failure and therefore ensure uninterrupted access to residents along this road. Furthermore, over the next two years, the Department will provide construction management for several major multi-agency public works projects. These projects include the construction of the City/County Association of Governments SMART Corridors project, which is anticipated to be completed by early 2014. In addition, plans are currently being finalized for the Crystal Springs Dam Bridge Replacement project and construction is anticipated to occur over the next one to two years.

In FY 2012-13, the Department successfully put in place on-call engineering contracts, which generally expedite project completion. On-call engineering contracts provide the Department with additional flexibility and a streamlined approach to utilizing consultants when required or as the need arises. These consultants are generally used for emergent work, work that requires specialized expertise, or as an extension of staff based on the Department's workload. The consultants are selected through a request for proposal process in which consultants submit proposals for work in one or multiple areas of expertise. The use of this type of contract has contributed to the reduction in the Capital Project backlog. In the coming years, the Department plans to explore expanding its use of on-call contracts to different sectors to further expedite project completion.

During the next two fiscal years, Facilities will continue to implement recommendations from the Strategic Energy Master Plan and the Facilities Master Plan. Specifically, a comprehensive utility management program will be implemented and baseline data for benchmarking will be established to ensure that sound investments are made that create facility management efficiencies. In addition, energy efficiency and conservation practices will be integrated into the preventative maintenance program. Finally, energy efficiency projects have been submitted for funding through the Capital Improvement Plan and will be completed if selected.

Beginning in March 2012, the Department began a mow-only program to manage vegetation along County roads. The anticipated increase in vegetation management service requests and lack of alternative resources to manage vegetation at past levels will likely offset the Roads Program's efforts to improve the overall Pavement Condition Index of County roads. In addition, the increased use of mowers has accelerated equipment replacement needs. Finally, potential regional regulations on fine dust may preclude the Department from being able to execute a large-scale mowing program in future years.

#### Financial Challenges

San Mateo County faces several regulatory stormwater quality requirements and unfunded mandates. These include County specific requirements outlined in the Municipal Regional Stormwater NPDES Permit, Fitzgerald ASBS and Total Daily Maximum Loads for defined creeks in the County. Water quality requirements continue to escalate and increase in complexity. As an example, San Pedro Creek and Pacifica State Beach Bacteria TMDLs were adopted by the Regional Water Quality Control Board in November 2012 requiring the County to conduct water quality monitoring, implement best management practices, and prepare an Implementation Plan, Water Quality Monitoring Plan and annual reports. Over the next two years, the Department will continue to work with its partners to seek dedicated funding to support the growing cross-departmental efforts occurring to meet the County's regulatory requirements.

In addition, the Department will continue to evaluate long-term funding options for work funded by the diminishing Solid Waste Fund. Currently, the Fund subsidizes Pescadero Transfer Station operations and the monitoring and maintenance of three closed county-owned landfills.

Department of Public Works (4500B)  
ALL FUNDS

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	7,311,040	7,655,469	6,539,939	6,579,499	39,560	6,579,499	
Licenses, Permits and Franchises	3,609,890	3,403,636	3,227,865	3,228,026	161	3,228,026	
Use of Money and Property	4,252,974	4,004,278	3,580,792	3,799,637	218,845	3,843,302	43,665
Intergovernmental Revenues	19,243,950	21,725,279	29,248,920	36,714,199	7,465,279	26,550,627	(10,163,572)
Charges for Services	12,309,164	13,232,390	13,454,996	14,386,153	931,157	14,800,972	414,819
Interfund Revenue	28,278,936	29,491,102	30,896,491	32,593,174	1,696,683	32,448,173	(145,001)
Miscellaneous Revenue	1,295,050	1,306,794	825,200	875,616	50,416	672,600	(203,016)
Other Financing Sources	2,530,697	1,139,958	1,660,663	3,421,238	1,760,575	2,988,693	(432,545)
<b>Total Revenue</b>	<b>78,831,702</b>	<b>81,958,906</b>	<b>89,434,866</b>	<b>101,597,542</b>	<b>12,162,676</b>	<b>91,111,892</b>	<b>(10,485,650)</b>
Fund Balance	79,768,619	86,568,767	90,846,793	93,326,592	2,479,799	66,873,733	(26,452,859)
<b>TOTAL SOURCES</b>	<b>158,600,321</b>	<b>168,527,673</b>	<b>180,281,659</b>	<b>194,924,134</b>	<b>14,642,475</b>	<b>157,985,625</b>	<b>(36,938,509)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	34,452,868	34,216,178	37,195,799	38,640,021	1,444,222	39,087,253	447,232
Services and Supplies	39,977,416	44,104,986	68,608,198	82,220,826	13,612,628	68,637,626	(13,583,200)
Other Charges	10,604,923	9,437,393	9,420,374	10,748,509	1,328,135	9,436,521	(1,311,988)
Fixed Assets	5,531,334	6,347,612	13,272,815	12,796,609	(476,206)	7,315,000	(5,481,609)
Other Financing Uses	17,019,577	15,684,519	3,172,314	4,933,389	1,761,075	4,500,844	(432,545)
<b>Gross Appropriations</b>	<b>107,586,118</b>	<b>109,790,688</b>	<b>131,669,500</b>	<b>149,339,354</b>	<b>17,669,854</b>	<b>128,977,244</b>	<b>(20,362,110)</b>
Intrafund Transfers	(33,422,203)	(31,783,404)	(18,897,877)	(19,401,608)	(503,731)	(18,382,372)	1,019,236
<b>Net Appropriations</b>	<b>74,163,914</b>	<b>78,007,284</b>	<b>112,771,623</b>	<b>129,937,746</b>	<b>17,166,123</b>	<b>110,594,872</b>	<b>(19,342,874)</b>
Contingencies/Dept Reserves	71,869,839	77,339,665	55,182,436	52,486,744	(2,695,692)	34,769,206	(17,717,538)
Non-General Fund Reserves	13,214,545	13,268,153	12,691,286	12,945,459	254,173	13,067,362	121,903
<b>TOTAL REQUIREMENTS</b>	<b>159,248,298</b>	<b>168,615,102</b>	<b>180,645,345</b>	<b>195,369,949</b>	<b>14,724,604</b>	<b>158,431,440</b>	<b>(36,938,509)</b>
<b>NET COUNTY COST</b>	<b>647,977</b>	<b>87,430</b>	<b>363,686</b>	<b>445,815</b>	<b>82,129</b>	<b>445,815</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	302.0	297.0	291.0	291.0		291.0	
Funded FTE	300.8	296.5	290.7	290.4	(0.3)	290.4	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$14,642,475 or 8.18% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Taxes

There is an increase of \$39,560 in this funding source due to rate increases in most special districts adopted by the Board.

#### Licenses, Permits and Franchises

There is an increase of \$161 in this funding source due to an increase in cable television and County Service area revenue, which was almost completely offset by a decrease in AB939 fees related to the decrease in tonnage at the Pescadero Transfer Station.

#### Use of Money and Property

There is an increase of \$218,845 in this funding source due to increases in interest earnings on Fund balances, cell site lease revenue, which was partially offset by a reduction in Airport lease revenue.

#### Intergovernmental Revenues

There is an increase of \$7,465,279 in this funding source due to an increase state and federal funding for Roads and Airport projects, which was partially offset by a reduction in reduced reimbursements from the Administrative Office of the Courts for the operation of court facilities and the completion of one-time projects.

#### Charges for Services

There is an increase of \$956,969 in this funding source primarily due to increases in sewer service charges and water rates, and fuel sales to County departments as a result of Vehicle fee restructuring.

#### Interfund Revenue

There is an increase of \$1,768,695 in this funding source due to increases in rent for County-owned properties and reimbursements for project management costs for engineering, special districts, and capital projects, which was partially offset a decrease in reimbursements for services from other County departments and a change in charging methodologies for AB 939-related expenses.

#### Miscellaneous Revenue

There is an increase of \$50,416 in this funding source due to an increase in PG&E rebates and cable television franchise fees, which was partially offset by a decrease in reimbursements in fees collected at the Airport.

#### Other Financing Sources

There is an increase of \$1,760,575 in this funding source due to increases in reimbursements for various flood control projects.

#### Fund Balance

There is an increase of \$2,479,799 in this funding source due a number of sewer and road improvement projects that were not completed as anticipated. The increase was partially offset by the use of fund balance to complete projects related to Court and County facilities, Green Team activities, and Solid Waste.

### TOTAL REQUIREMENTS

Total Requirements increased by \$14,724,604 or 8.21% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

### Salaries and Benefits

There is an increase of \$1,444,222 in this expenditure category due to increases in merit increases, health benefit and extra-help costs.

### Services and Supplies

There is an increase of \$13,612,628 in this expenditure category due to anticipated increases in the costs of supplies and outside vendors for roads, special districts, sewer and flood control projects. This is partially offset by decreases related to a change in charging methodologies for AB 939-related expenses and the reclassification of some expenses to the Other Charges category.

### Other Charges

There is an increase of \$1,328,135 in this expenditure category due to JPA contributions for capital improvement projects, radio replacement, general liability claims, reclassification of Service and Supplies expenses and motor vehicle charges. This is partially offset by a decrease in County facility rental charges.

### Fixed Assets

There is a decrease of \$476,206 in this expenditure category due to a reduction in vehicle replacement costs, the removal of one-time equipment purchases, and the completion of a number Sewer improvements projects. This is partially offset by an increase in road equipment and Airport improvement project expenses.

### Other Financing Uses

There is an increase of \$1,761,075 in this expenditure category due to due to increases in expenses for various flood control projects.

### Intrafund Transfers

There is an increase of \$503,731 in this expenditure category due to increases in the cost of Sewer District operations, reimbursements for administrative support to other departments, which is partially offset by a reduction in reimbursements for miscellaneous services provided to other County departments.

### Contingencies/Departmental Reserves

There is a decrease of \$2,695,692 in this expenditure category. The balance in Reserves represents 40.3% of Net Appropriations, which exceeds the two percent Reserves policy by \$49,866,033. The Reserves will cover costs for ongoing expenditures related to equipment acquisitions, road and special districts related capital improvement projects, and local match funding for various grant funded projects. Waste Management is increasing Reserves in anticipation of future expenditures related to landfill closures.

### Non-General Fund Reserves

There is an increase of \$254,173 in this expenditure category due to a reduction in the number of vehicles replaced, Airport improvement project savings and a decrease in local match funding requirements.

## **NET COUNTY COST**

There is an increase of \$82,129 or 22.6% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$36,938,509 or 18.9% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$46,665 in this funding source due to increases in interest earnings on Fund balances, cell site lease revenue, and Airport lease revenue.

#### Intergovernmental Revenues

There is a decrease of \$10,163,572 in this funding source due to the completion of the Smart Corridors Project, FAA grant funded projects, and Energy Watch grant funded projects.

#### Charges for Services

There is an increase of \$415,632 in this funding source primarily due to increases in sewer service charges.

#### Interfund Revenue

There is a decrease of \$145,001 in this funding source due to a decrease in expenses related to special district grant funded projects, which is partially offset by increases in reimbursements for administrative support to other departments

#### Miscellaneous Revenue

There is a decrease of \$203,016 in this funding source due to the removal of one-time lump sum payments for water extraction at the Airport.

#### Other Financing Sources

There is a decrease of \$432,545 in this funding source due to decreases in reimbursements for various flood control projects.

#### Fund Balance

There is a decrease of \$26,452,859 in this funding source due a number of sewer, road, solid waste improvement projects that were completed. The decrease was partially offset by an increase in savings that resulted from a reduction in vehicle replacement costs.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$36,938,509 or 18.9% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$447,232 in this expenditure category due to increases in employee benefit costs.

#### Services and Supplies

There is a decrease of \$13,583,200 in this expenditure category due to the completion of roads, special districts, sewer and flood control projects; removal of grant funded or one-time facilities project costs.

#### Other Charges

There is a decrease of \$1,311,988 in this expenditure category due to a decrease in special district JPA contributions for capital improvement projects.

Fixed Assets

There is a decrease of \$5,481,609 in this expenditure category due to a reduction of one-time equipment purchases and the completion of a number of Sewer and Airport improvement projects. This is partially offset by increases related to the SMCSaves grant funded Vehicle and Reservation system implementation project.

Other Financing Uses

There is a decrease of \$432,545 in this expenditure category due to due to increases in expenses for various flood control projects.

Intrafund Transfers

There is a decrease of \$1,016,799 in this expenditure category due to the completion of one-time facilities projects; decreases in reimbursements for administrative support to other departments.

Contingencies/Departmental Reserves

There is a decrease of \$17,717,538 in this expenditure category. The balance in Reserves represents 31.4% of Net Appropriations, which exceeds the two percent Reserves policy by \$32,555,336. The Reserves will cover costs for ongoing expenditures related to equipment acquisitions, road and special districts related capital improvement projects, and local match funding for various grant funded projects.

Non-General Fund Reserves

There is an increase of \$121,903 in this expenditure category due to a reduction in the number of vehicles replaced, which was partially offset by the use of reserves that had been budgeted to complete solid waste and road improvement projects in FY2014-15.

**NET COUNTY COST**

There is no change in this Department's General Fund allocation.

## Public Works Administration (4510B)

### Program Locator

County

Community Services

Department of Public Works

▷ **Administrative Services**

### Program Outcome Statement

Provide management, policy setting, fiscal and administrative services

### Program Results

The Administrative Services Program provides management and support in several key service areas: information technology; financial and accounting services; clerical support; budget and performance management; contract administration; human resources and payroll; safety and employee training; policy and program development; and other administrative services to more than 300 Public Works employees.

In FY 2013-14 and FY 2014-15 the Program will undertake a number of automation, redesign and IT upgrade projects to enhance departmental administrative processes; including expanded use of the Department's online timekeeping system, implementation and upgrades to the Department's automated accounts payable/receivable systems and related interfaces to the County's financial system, and enhancement of current self-service technologies (i.e. Knowledgebase, Online Help Desk). The Program continues to review and implement improvements to reduce energy and materials consumption by leveraging mobile and virtual technologies.

Additionally, the Program will provide updated staff and customer training for key financial and technology systems, contracts management, safety, and personnel practices. The program will continue to conduct strategic planning sessions with all employees to keep the Public Works Strategic Plan current and relevant.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of time network is available during business hours	99%	99%	99%	99%	99%
Number and percent of reimbursable work authorization expenditures fully reimbursed	1,117 / 99%	1,200 / 99%	1,800 / 99%	1,800 / 99%	1,800 / 99%
Number and percent of information technology service requests resolved within 24 hours.	583 / 99%	500 / 99%	550 / 99%	500 / 99%	500 / 99%

## Public Works Administration (4510B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	28.0	33.0	34.0	34.0		34.0	
Funded FTE	27.9	32.9	33.2	33.9	0.7	33.9	
Total Requirements	5,658,413	6,166,532	6,812,508	6,917,696	105,188	7,277,582	359,886
Total Sources	5,571,841	6,293,691	6,812,508	6,917,696	105,188	7,277,582	359,886
Net County Cost	86,572	(127,159)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of increases in administrative cost reimbursements from Public Works' operating units, decrease revenue from Parks Department for administrative services; elimination of one-time equipment and software expenses, merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(44,812)	105,188	(150,000)	0

#### 2. Information Technology Upgrades

Software will be purchased to create a departmental GIS spatial database to serve direct departmental needs, develop of a process to push automatic updates from the departmental GIS database to the Enterprise GIS database and implement pilot projects related to Virtual Server Management and Virtual Desktop environments and environment upgrades to the Departments Internet and Intranet sites. In addition, the program plans hardware upgrades to its servers in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
150,000	0	150,000	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
105,188	105,188	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of increases in administrative cost reimbursements from Public Works' operating units, elimination of one-time automation costs for completed projects; eliminate remaining revenue from Parks department for administrative services; increase in service charges; merit increases, and increases in retirement contributions and health benefit costs

Total Requirements	Total Sources	Net County Cost	Positions
254,886	359,886	(105,000)	0

### 2. Information Technology Upgrades

Building on the foundation of the work begun in FY 2013-14, the Program will continue to invest in the GIS capability of the department by developing in-house web server assets. In addition, the program will be investing in technologies that will enhance the department's ability to develop and support paperless workflows. Finally, to reduce the number of printers and increase functionality, the department will invest in multi-function, high capacity machines..

Total Requirements	Total Sources	Net County Cost	Positions
105,000	0	105,000	0

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
359,886	359,886	0	0

Public Works Administration (4510B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	170,027	2,134					
Charges for Services	183,314	1,220,770	1,159,376	1,142,757	(16,619)	1,148,606	5,849
Interfund Revenue	5,056,334	4,937,470	5,525,973	5,774,939	248,966	6,128,976	354,037
Miscellaneous Revenue	61,469	28,960					
Other Financing Sources	100,697	264					
<b>Total Revenue</b>	<b>5,571,841</b>	<b>6,189,599</b>	<b>6,685,349</b>	<b>6,917,696</b>	<b>232,347</b>	<b>7,277,582</b>	<b>359,886</b>
Fund Balance		104,092	127,159		(127,159)		
<b>TOTAL SOURCES</b>	<b>5,571,841</b>	<b>6,293,691</b>	<b>6,812,508</b>	<b>6,917,696</b>	<b>105,188</b>	<b>7,277,582</b>	<b>359,886</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,306,779	4,446,724	4,771,612	5,038,197	266,585	5,084,083	45,886
Services and Supplies	797,077	570,578	864,250	890,457	26,207	815,457	(75,000)
Other Charges	1,731,659	1,779,149	1,983,866	1,926,654	(57,212)	2,050,654	124,000
Fixed Assets	11,807	23,928	159,575	150,000	(9,575)	105,000	(45,000)
<b>Gross Appropriations</b>	<b>5,847,322</b>	<b>6,820,378</b>	<b>7,779,303</b>	<b>8,005,308</b>	<b>226,005</b>	<b>8,055,194</b>	<b>49,886</b>
Intrafund Transfers	(188,909)	(653,846)	(966,795)	(1,087,612)	(120,817)	(777,612)	310,000
<b>TOTAL REQUIREMENTS</b>	<b>5,658,413</b>	<b>6,166,532</b>	<b>6,812,508</b>	<b>6,917,696</b>	<b>105,188</b>	<b>7,277,582</b>	<b>359,886</b>
<b>NET COUNTY COST</b>	<b>86,572</b>	<b>(127,159)</b>				<b>0</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	28.0	33.0	34.0	34.0		34.0	
Funded FTE	27.9	32.9	33.2	33.9	0.7	33.9	

## Engineering Services (4600B)

### Program Locator

County

Community Services

Department of Public Works

▷ **Engineering Services**

### Program Outcome Statement

Provide professional and responsive engineering and construction management services

### Program Results

The Program provides professional engineering, surveying, drafting and construction management services to construct and maintain County infrastructure for the community to ensure the safety and quality of life of customers. The Program provides design, surveying, and inspection activities for various road resurfacing and reconstruction projects in the unincorporated suburban and rural areas of the County, as well as continues to fulfill customer service requests, including both map and survey records requests. The Program partners with Roads, Utilities, the Parks Department, and other County departments to complete Capital Improvements throughout the County.

The Program will have several major upcoming projects including the State Local Partnership Program funded resurfacing of various streets in unincorporated San Mateo County in FY 2013-14, and the Crystal Springs Dam Bridge Replacement in FY 2014-15. To improve performance and efficiency, the Program also plans to continue to make more information available over the internet and enhance online services. For example, the Program has implemented a paperless map submittal process which has improved efficiency and has received favorable feedback from our customers.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of active projects in one fiscal year as compared to Historical average over 3 years <sup>1</sup> .	---	27 / 42	27 / 42	30 / 38	30 / 32
Number and percent of customers rating maps/survey records services good or better	11 / 100%	15 / 100%	20 / 100%	15 / 100%	15 / 100%
Percent of construction projects completed within budget	100%	90%	100%	90%	90%

<sup>1</sup>. The number of active projects per fiscal year fluctuates depending on funding, and obtaining required environmental permits. Also, the Program has been consolidating similar road projects into larger projects (thus decreasing the number of active projects) than in the past, so the trend shows the historical averages decreasing. A project considered no longer active (or complete) once final payment is made

## Engineering Services (4600B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	25.0	25.0	24.0	24.0		24.0	
Funded FTE	24.6	24.8	23.8	23.9	0.1	23.9	
<b>Total Requirements</b>	3,256,181	3,659,608	5,509,049	5,641,909	132,860	4,768,869	(873,040)
<b>Total Sources</b>	3,159,557	3,562,984	5,412,425	5,545,285	132,860	4,672,245	(873,040)
<b>Net County Cost</b>	96,624	96,624	96,624	96,624		96,624	

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of an increase in reimbursements from clients based on anticipated projects; an increase in Fund Balance due to Pescadero Creek flood control project; increase in extra-help engineering hours; elimination of completed portion of C/CAG funded project; elimination of one-time software purchases; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
122,860	122,860	0	0

#### 2. Surveyor Equipment Upgrade

The Survey Grade GPS Network Rover will be purchased which will allow for more efficient population of survey field data directly into the State Plane Coordinate System, which uses a common coordinate system to allow for consistent and accurate mapping throughout California.

Total Requirements	Total Sources	Net County Cost	Positions
10,000	10,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
132,860	132,860	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of elimination of revenue and expenses related to one-time Pescadero Creek flood control and C/CAG funded projects; and merit increases, and increases in retirement contributions and health benefit costs

Total Requirements	Total Sources	Net County Cost	Positions
(873,040)	(873,040)	0	0

Engineering Services (4600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	13,735		1,200,000	600,000	(600,000)		(600,000)
Charges for Services	39,550	45,476	30,600	45,600	15,000	41,000	(4,600)
Interfund Revenue	3,099,433	3,512,435	4,180,325	4,600,685	420,360	4,629,745	29,060
Miscellaneous Revenue	6,838	1,212	1,500	1,500		1,500	
Other Financing Sources		3,861					
<b>Total Revenue</b>	<b>3,159,557</b>	<b>3,562,984</b>	<b>5,412,425</b>	<b>5,247,785</b>	<b>(164,640)</b>	<b>4,672,245</b>	<b>(575,540)</b>
Fund Balance				297,500	297,500		(297,500)
<b>TOTAL SOURCES</b>	<b>3,159,557</b>	<b>3,562,984</b>	<b>5,412,425</b>	<b>5,545,285</b>	<b>132,860</b>	<b>4,672,245</b>	<b>(873,040)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,929,242	3,068,079	3,676,535	3,980,641	304,106	4,015,114	34,473
Services and Supplies	231,527	776,158	1,352,209	1,580,159	227,950	683,009	(897,150)
Other Charges	485,901	477,390	504,305	271,109	(233,196)	270,746	(363)
Fixed Assets		125,235	176,000	10,000	(166,000)		(10,000)
<b>Gross Appropriations</b>	<b>3,646,671</b>	<b>4,446,863</b>	<b>5,709,049</b>	<b>5,841,909</b>	<b>132,860</b>	<b>4,968,869</b>	<b>(873,040)</b>
Intrafund Transfers	(390,490)	(787,255)	(200,000)	(200,000)		(200,000)	
<b>TOTAL REQUIREMENTS</b>	<b>3,256,181</b>	<b>3,659,608</b>	<b>5,509,049</b>	<b>5,641,909</b>	<b>132,860</b>	<b>4,768,869</b>	<b>(873,040)</b>
<b>NET COUNTY COST</b>	<b>96,624</b>	<b>96,624</b>	<b>96,624</b>	<b>96,624</b>		<b>96,624</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	25.0	25.0	24.0	24.0		24.0	
Funded FTE	24.6	24.8	23.8	23.9	0.1	23.9	

## Facilities Services (4730B)

### Program Locator

#### County

Community Services

Department of Public Works

▷ **Facilities Services**

### Program Outcome Statement

Maintain County facilities in an efficient, professional and sustainable manner

### Program Results

Facilities Services maintains over 3.2 million square feet of office buildings and special purpose facilities including jails, hospitals, courthouses, and shelters. The Program performs maintenance, repair, cleaning, alterations, and improvements in support of County Agencies providing services to the public at locations dispersed throughout the county. The Program resolves approximately 15,000 service requests annually and performs scheduled preventive maintenance aimed at reducing the future volume of service calls. The Program also plans and executes the County's Capital Improvement Program (CIP) for all new construction and major maintenance projects. Currently, the CIP is comprised of 205 projects, valued at \$136,428,259 million which includes funds for the development of the Maple Street Correctional Center, cooling and HVAC upgrades in various County facilities, and a co-generation plant at the San Mateo Medical Center.

Facilities Services will undertake a number of initiatives over the course of FY 2013-14 and FY 2014-15, in order to meet our performance target of completing 75% of preventative maintenance on time. As an example, the preventive maintenance program will incorporate predictive maintenance methodologies so that maintenance is performed when necessary to prevent unexpected equipment failures. In addition County facilities will be re-surveyed to update the Facility Condition Information System (FCIS) database to ensure major maintenance and component renewal investments are properly identified and prioritized and that all facilities are managed to the same standard. It is anticipated that continued funding for major maintenance identified in the FCIS system will enable the Program to reach its target of 80% of the County's managed square feet having a satisfactory facility condition index.

Furthermore, the Program plans to implement the County's Facilities Master Plan to maximize the utilization of County owned facilities while reducing the inventory of leased space. The Integrated Workplace Management System will be implemented over the next two years to determine the best use of County owned and leased facilities and leverage adjacencies which would allow for consolidation of multiple departments at strategically located service centers.

Finally, the Program plans to implement the County Strategic Energy Master Plan to reduce source energy and water consumption, reduce greenhouse gas emissions and increase the portion of energy consumed from renewable sources.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of assets with FCI <.051 <sup>1</sup> .	70%	70%	71%	75%	80%
Percent of customers rating services as good or better	96%	90%	94%	90%	90%
Percent of preventive maintenance completed on time	46%	75%	58%	75%	75%

<sup>1</sup> FCI is the ratio of the cost to eliminate all current deficiencies in the facility to the cost to replace the entire facility.

### Facilities Services (4730B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	102.0	97.0	95.0	95.0		95.0	
Funded FTE	101.8	97.0	95.8	94.8	(1.1)	94.8	
<b>Total Requirements</b>	<b>10,050,957</b>	<b>9,356,860</b>	<b>8,434,411</b>	<b>9,173,818</b>	<b>739,407</b>	<b>9,253,813</b>	<b>79,995</b>
<b>Total Sources</b>	<b>9,466,175</b>	<b>9,118,896</b>	<b>8,047,349</b>	<b>8,704,627</b>	<b>657,278</b>	<b>8,784,622</b>	<b>79,995</b>
<b>Net County Cost</b>	<b>584,782</b>	<b>237,964</b>	<b>387,062</b>	<b>469,191</b>	<b>82,129</b>	<b>469,191</b>	

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of an increase in facility service charge revenue from departments; increase in rent revenue from cell sites and one-time rent revenue for short-term land rental; increase reimbursement for property insurance for non-rental facilities; reduced projected revenue from Administrative Office of Courts agreements; increase in extra-help; and adjustments to contract and maintenance expenses; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
533,763	451,634	82,129	0

## 2. Deferred Maintenance Projects

In previous years, Facilities has not had resources to perform select maintenance activities. The General Fund will provide a one-time allocation to fund deferred and preventative maintenance projects. It is expected that funding these activities will enable the Program to increase the percentage of assets that are maintained with a satisfactory Facility Condition Index.

Total Requirements	Total Sources	Net County Cost	Positions
908,000	0	908,000	0
(908,000)	0	(908,000)	0

## 3. Strategic Energy Master Plan Implementation

In December 2012, the Board of Supervisors adopted the Strategic Energy Master Plan for County Facilities. The Energy Program Manager Position will be transferred from Facilities Projects to Facilities Administration to focus on implementation of the Plan which will result in reduced resource consumption. Project expenses will be financed through the Capital Improvement Program.

Total Requirements	Total Sources	Net County Cost	Positions
205,644	205,644	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
779,407	657,278	82,129	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of elimination of \$908,000 one-time revenue and expenses for maintenance; increase in facility service charge revenue from departments; minor increases in ongoing maintenance costs; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
79,995	79,995	0	0

Facilities Services (4730B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	552,736	554,728	565,680	727,364	161,684	729,529	2,165
Intergovernmental Revenues	2,053,275	1,247,279	1,210,000	808,608	(401,392)	808,608	
Charges for Services	385	1,190	3,000	3,000		3,000	
Interfund Revenue	6,557,374	6,896,623	5,890,146	6,851,555	961,409	6,929,385	77,830
Miscellaneous Revenue	302,405	413,242	266,700	314,100	47,400	314,100	
Other Financing Sources		5,834					
<b>Total Revenue</b>	<b>9,466,175</b>	<b>9,118,896</b>	<b>7,935,526</b>	<b>8,704,627</b>	<b>769,101</b>	<b>8,784,622</b>	<b>79,995</b>
Fund Balance			111,823		(111,823)		
<b>TOTAL SOURCES</b>	<b>9,466,175</b>	<b>9,118,896</b>	<b>8,047,349</b>	<b>8,704,627</b>	<b>657,278</b>	<b>8,784,622</b>	<b>79,995</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	11,111,914	10,775,914	10,990,937	11,452,925	461,988	11,546,010	93,085
Services and Supplies	12,722,803	12,207,963	12,256,133	12,455,955	199,822	11,716,629	(739,326)
Other Charges	2,995,014	1,845,179	1,763,092	1,707,666	(55,426)	1,707,666	
Fixed Assets		12,679					
Other Financing Uses	12,979,308	13,044,668					
<b>Gross Appropriations</b>	<b>39,809,040</b>	<b>37,886,402</b>	<b>25,010,162</b>	<b>25,616,546</b>	<b>606,384</b>	<b>24,970,305</b>	<b>(646,241)</b>
Intrafund Transfers	(29,758,083)	(28,529,542)	(16,575,751)	(16,442,728)	133,023	(15,716,492)	726,236
<b>TOTAL REQUIREMENTS</b>	<b>10,050,957</b>	<b>9,356,860</b>	<b>8,434,411</b>	<b>9,173,818</b>	<b>739,407</b>	<b>9,253,813</b>	<b>79,995</b>
<b>NET COUNTY COST</b>	<b>584,782</b>	<b>237,964</b>	<b>387,062</b>	<b>469,191</b>	<b>82,129</b>	<b>469,191</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	102.0	97.0	95.0	95.0		95.0	
Funded FTE	101.8	97.0	95.8	94.8	(1.1)	94.8	

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## Road Construction and Operations (4520B)

### Program Locator

#### County

Community Services

Department of Public Works

#### ▷ **Road Construction and Operations**

### Program Outcome Statement

Ensure that county maintained roads are safe, accessible and well maintained

### Program Results

The Road Construction and Operations Program is comprised of three sections: Road Maintenance; Road Equipment and Vehicle Maintenance; and Road Operations Services. The Road Maintenance Section performs street sweeping, repairs roads, clears debris, repairs slip out areas, manages vegetation to allow clear sight distance along roadways, performs chip seals and prepares roads for proposed road improvement and resurfacing projects. The Road Equipment and Vehicle Maintenance Section ensures that all Road Maintenance vehicles are adequately equipped, repaired, and operating in good condition at all times, and in compliance with imposed regulations. The Road Operations Services Section reviews traffic issues, new development plans for stormwater point of discharge, driveway locations, right of way encroachments, traffic/parking requests, and provides customer support for various inquiries regarding rights of way and road maintenance services. Among the Program's goals is to minimize the number of requests for services that are received, based on improved responsiveness to road maintenance issues and on enhancements in the information that is made available to the public through the Program website, brochures and the Program's advance notification process.

In FY 2012-13, the Program received less service requests than was targeted. This reflected an improved responsiveness to maintenance issues and improved circulation of information and program data. The Program continues to update its GIS files to supplement currently available data, clarify standards and pertinent guidelines. It anticipates making Program specific GIS infrastructure data more readily available to the public by FY 2014-15.

The Program will continue to perform in-house chip seals in FY 2013-14 and FY 2014-15 in an effort to maintain, and in some instances improve, the overall Pavement Condition Index (PCI) of County roads. It is anticipated that the improved PCI will contribute to fewer road service requests; however the Program expects that this will be offset by an increase in vegetation management service requests, resulting from the discontinued use of herbicides and a lack of alternative resources to manage vegetation at past levels.

Due to general economic improvements, it is anticipated that there will be a slight increase in the number of encroachment permit requests received and issued in both FY 2013-14 and FY 2014-15. The Program realigned its staff assignments in FY 2012-13 to improve its ability to efficiently process encroachment permits.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of requests for services from the public or other agencies	345	315	300	305	305
Number of encroachment permits processed	537	425	525	525	525
Percent of maintained miles with PCI's greater than baseline	94%	92%	93%	85%	85%
55 for Primary Roads	83%	80%	80%	80%	80%
40 for Secondary Roads <sup>1</sup>					

<sup>1</sup> Industry standard established as 85% of Primary Roads and 80% of Secondary Roads meeting or exceeding roadway condition (PCI) targets

### Road Construction and Operations (4520B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	75.0	75.0	76.0	77.0	1.0	77.0	
Funded FTE	75.0	75.0	76.0	77.0	1.0	77.0	
<b>Total Requirements</b>	45,782,087	49,044,315	56,567,096	64,622,659	8,055,563	45,176,702	(19,445,957)
<b>Total Sources</b>	45,782,087	49,044,315	56,567,096	64,622,659	8,055,563	45,176,702	(19,445,957)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of increase in Highway Users Tax Revenue; increase in expenses based on anticipated projects; decrease in reserves to meet anticipated expenditures; removal of one-time fixed asset purchases; increase of fuel and vehicle expenses; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
458,563	458,563	0	0

## 2. Crystal Springs Dam Bridge Rehabilitation

Crystal Springs Dam Bridge rehabilitation project costs including completion of the design phase, construction and environmental monitoring. The project is federally funded; however, \$879,000 in Reserves will be appropriated for project costs.

Total Requirements	Total Sources	Net County Cost	Positions
6,501,000	6,501,000	0	0

## 3. Alpine and Ramona Improvements

Various repairs are necessary on Alpine and Ramona Roads will be funded with \$884,000 in Reserves. In addition, a Transportation Authority grant will fund a resurfacing project on Alpine Road near 280 to create a highly visible bicycle lane.

Total Requirements	Total Sources	Net County Cost	Positions
496,000	496,000	0	0

## 4. Road Improvements and Resurfacing Projects

Various road resurfacing projects have been scheduled in order to maintain the condition of the County road network. Stae and Local Partnership Program Funds as well as \$1,300,000 in Reserves will fund road projects that will extend the useful life of various streets El Granada, Moss Beach, North Fair Oaks, Princeton by the Sea, Sequoia Tract, Oaknoll Manor, and Emeral Lake Hill. In addition, \$80,000 in Reserves will fund the replacement of existing aging Pedestrian Signal Heads on Traffic Signals with more energy efficient models.

Total Requirements	Total Sources	Net County Cost	Positions
600,000	600,000	0	0

## 5. Equipment Replacement and Upgrades

Various road equipment including radios and two one ton trucks have been identified for replacement. New equipment purchases will be funded with \$757,602 in Reserves. Vehicles will be replaced each year as part of the County's long-term construction vehicle equipment program in order to maintain a fleet of operable vehicles. Purchases will include replacement mufflers for older vehicles to meet the California Clear Air Resources Board stricter emission standards for each type of vehicle.

Total Requirements	Total Sources	Net County Cost	Positions
757,602	0	757,602	0
(757,602)	0	(757,602)	0

## 6. Corporation Yard Repairs and Upgrades

The existing roof at Grant Yard is leaking and in poor condition. Reserves of \$75,000 will fund the necessary repairs to the roof in order to protect the construction vehicle equipment, maintenance facilities and staff offices. In addition, \$50,000 in Reserves will be used to replace the existing sign shop at Grant Yard with a more efficient computer assisted sign machine that will be used to produce replacement traffic and street signs needed to meet new standards

for visibility. Finally, the existing diesel fuel tank serving La Honda and Pescadero Corporation Yards is corroding. To keep road crew equipment operable, \$25,000 in Reserves will be used to install a temporary diesel fuel station.

Total Requirements	Total Sources	Net County Cost	Positions
150,000	0	150,000	0
(150,000)	0	(150,000)	0

### 7. Biologist Addition

One full-time Public Works Technician II will be added to work as a biologist monitoring projects and preparing environmental permit packages for projects such as culvert replacement and vegetation trimming. Reserves of \$114,492 will fund this position.

Total Requirements	Total Sources	Net County Cost	Positions
114,492	0	114,492	1
(114,492)	0	(114,492)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
8,055,563	8,055,563	0	1

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of removal of one-time improvement projects and one-time equipment purchases; reductions in Fund Balance and reserves to meet anticipated expenditures; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(25,946,957)	(25,946,957)	0	0

#### 2. Crystal Springs Dam Bridge Rehabilitation

Crystal Springs Dam Bridge rehabilitation project costs including completion of the design phase, construction and environmental monitoring. The project is federally funded, however, \$729,000 in Reserves will be appropriated for project costs.

Total Requirements	Total Sources	Net County Cost	Positions
6,501,000	6,501,000	0	0

### 3. Equipment Replacement and Upgrades

Various road equipment including two one ton trucks have been identified for replacement. New equipment purchases will be funded with \$475,000 in Reserves. Vehicles will be replaced each year as part of the County's long-term construction vehicle equipment program in order to maintain a fleet of operable vehicles. Purchases will include replacement mufflers for older vehicles to meet the California Clear Air Resources Board stricter emission standards for each type of vehicle.

Total Requirements	Total Sources	Net County Cost	Positions
475,000	0	475,000	0
(475,000)	0	(475,000)	0

### 4. Corporation Yard Repairs and Improvements

To complete improvement projects that started in FY 13-14, \$525,000 in Reserves will be appropriated to complete the Grant Yard roof replacement and sign shop upgrade as well as the installation of a permanent diesel fuel station at the La Honda Corporation Yard.

Total Requirements	Total Sources	Net County Cost	Positions
525,000	0	525,000	0
(525,000)	0	(525,000)	0

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(19,445,957)	(19,445,957)	0	0

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

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	182,661	170,307	160,000	160,000		160,000	
Use of Money and Property	340,748	318,584	193,000	301,332	108,332	301,332	
Intergovernmental Revenues	15,870,835	19,873,585	24,537,004	32,585,147	8,048,143	25,585,147	(7,000,000)
Charges for Services	344,337	330,585	285,500	642,500	357,000	642,500	
Interfund Revenue	1,604,436	1,169,470	1,066,984	591,072	(475,912)	591,072	
Miscellaneous Revenue	335,584	378,629	152,000	170,000	18,000	170,000	
<b>Total Revenue</b>	<b>18,678,600</b>	<b>22,241,159</b>	<b>26,394,488</b>	<b>34,450,051</b>	<b>8,055,563</b>	<b>27,450,051</b>	<b>(7,000,000)</b>
Fund Balance	27,103,487	26,803,156	30,172,608	30,172,608		17,726,651	(12,445,957)
<b>TOTAL SOURCES</b>	<b>45,782,087</b>	<b>49,044,315</b>	<b>56,567,096</b>	<b>64,622,659</b>	<b>8,055,563</b>	<b>45,176,702</b>	<b>(19,445,957)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	8,371,322	8,313,042	9,377,819	9,721,900	344,081	9,863,260	141,360
Services and Supplies	8,026,670	9,727,718	22,848,800	34,755,699	11,906,899	24,191,799	(10,563,900)
Other Charges	823,401	804,143	1,155,055	1,468,307	313,252	1,416,548	(51,759)
Fixed Assets	3,487,193	1,727,465	450,000	927,602	477,602	940,000	12,398
<b>Gross Appropriations</b>	<b>20,708,586</b>	<b>20,572,368</b>	<b>33,831,674</b>	<b>46,873,508</b>	<b>13,041,834</b>	<b>36,411,607</b>	<b>(10,461,901)</b>
Intrafund Transfers	(1,729,655)	(1,700,661)					
<b>Net Appropriations</b>	<b>18,978,931</b>	<b>18,871,707</b>	<b>33,831,674</b>	<b>46,873,508</b>	<b>13,041,834</b>	<b>36,411,607</b>	<b>(10,461,901)</b>
Contingencies/Dept Reserves	24,046,125	27,103,989	19,205,659	14,658,032	(4,547,627)	5,809,976	(8,848,056)
Non-General Fund Reserves	2,757,031	3,068,619	3,529,763	3,091,119	(438,644)	2,955,119	(136,000)
<b>TOTAL REQUIREMENTS</b>	<b>45,782,087</b>	<b>49,044,315</b>	<b>56,567,096</b>	<b>64,622,659</b>	<b>8,055,563</b>	<b>45,176,702</b>	<b>(19,445,957)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	75.0	75.0	76.0	77.0	1.0	77.0	
Funded FTE	75.0	75.0	76.0	77.0	1.0	77.0	

## Construction Services (4740B)

### Program Locator

County

Community Services

Department of Public Works

▷ **Construction Services**

### Program Outcome Statement

Provide agile, efficient, and cost effective construction related services

### Program Results

The Program provides construction estimates, installations, and related services to County departments and outside agencies on a fee-for-service basis to ensure accessible, functional, and safe environments for the public and County employees. The expertise of in-house craftsmen and their familiarity with county staff, facilities and procedures, enables quick response to service requests, including small to medium size projects in coordination with the Facilities Maintenance and Capital Projects units. The Program's contribution in reducing the backlog of these smaller scale capital projects will continue in FY 2013-14 and FY 2014-15. This program was restructured and streamlined in recent years, having reversed prior operational deficits to a sustained, zero-net-county-cost level. About 800 service requests and some 40 facility improvement projects are completed annually. The Program projects a minor reduction in the number of service requests as the program no longer provides move management services. It is expected that the historical customer satisfaction ratings will continue in FY 2013-14 and FY 2014-15.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of service requests	804	800	750	750	750
Percent of jobs completed within budget/schedule	100%	94%	100%	95%	95%
Percent of customers rating services as good or better <sup>1</sup>	95%	90%	100%	90%	90%

<sup>1</sup> The 3-year historical average for customer service is 98.3%.

## Construction Services (4740B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	16.0	16.0	13.0	11.0	(2.0)	11.0	
Funded FTE	15.8	15.9	13.0	11.0	(1.9)	11.0	
<b>Total Requirements</b>	<b>2,428,482</b>	<b>1,693,390</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
<b>Total Sources</b>	<b>2,428,482</b>	<b>1,693,390</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of a reduction in Fund Balance used to pay for non-reimbursable expenses in FY 2012-13; reduction in overtime and extra-help expenses; merit increases, increases in retirement contributions, and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(5,197)	(5,197)	0	0

#### 2. Staffing Adjustments to Meeting Current Demand for Services

One vacant Utility Worker II and one vacant Senior Utility Worker position will be eliminated to better align staffing with services requested.

Total Requirements	Total Sources	Net County Cost	Positions
(164,256)	(164,256)	0	(2)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(169,453)	(169,453)	0	(2)

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of a minor increase in project revenue will offset increased fuel costs and extra-help benefits costs; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
30,170	30,170	0	0

## Construction Services (4740B) Construction Services Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	(4,829)	(1,114)					
Charges for Services	146,935	68,808	133,972	133,972		133,972	
Interfund Revenue	2,104,937	1,597,106	1,903,586	1,759,132	(144,454)	1,789,302	30,170
Miscellaneous Revenue	53,085	28,534					
<b>Total Revenue</b>	<b>2,300,128</b>	<b>1,693,334</b>	<b>2,037,558</b>	<b>1,893,104</b>	<b>(144,454)</b>	<b>1,923,274</b>	<b>30,170</b>
Fund Balance	128,354	56	24,999		(24,999)		
<b>TOTAL SOURCES</b>	<b>2,428,482</b>	<b>1,693,390</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,631,239	1,461,125	1,770,588	1,577,111	(193,477)	1,602,253	25,142
Services and Supplies	471,719	143,416	225,869	247,375	21,506	247,375	
Other Charges	325,468	63,850	66,100	68,618	2,518	73,646	5,028
<b>Net Appropriations</b>	<b>2,428,426</b>	<b>1,668,391</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
Contingencies/Dept Reserves	56	24,999					
<b>TOTAL REQUIREMENTS</b>	<b>2,428,482</b>	<b>1,693,390</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	16.0	13.0	11.0	(2.0)	11.0	
Funded FTE	15.8	15.9	13.0	11.0	(1.9)	11.0	

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## Vehicle and Equipment Services (4760B)

### Program Locator

#### County

Community Services

Department of Public Works

▷ **Vehicle and Equipment Services**

### Program Outcome Statement

Provide efficient fleet procurement, maintenance, repair, and fuel services

### Program Results

Vehicle and Equipment Services provides fleet and equipment acquisition, replacement, maintenance, repair, and fuel services for vehicles available to all County agencies in a safe, reliable and cost-effective manner. The Program provides services for alternate fuel vehicles, ultra-low and zero emission vehicles, cars, trucks, sport utility vehicles, and cargo vans.

The Program has responded to the financial challenges of its customers by conducting a comprehensive analysis of its staffing levels, which resulted in reclassifications and reassignments of staff to reduce the overall costs to the program and its users. These adjustments have helped offset a structural deficit caused by maintaining fixed service rates over a three year period, and which did not keep pace with rising costs largely attributable to increased fuel prices. For FY 2013-14 the program redesigned its vehicle usage rates in a way that improves the ability of departments to manage their own costs by directly charging departments for fuel.

The Program will implement a new Vehicle Reservation System and GPS technology to maximize efficiency and minimize cost by right-sizing the fleet and provide tools to departments to better manage their vehicle usage and realize fuel savings generally associated with improved driving habits.

As a direct result of local agencies contracting with the Sheriff's Office for law enforcement functions, the Program began servicing additional law enforcement vehicles in FY 2012-13. This, combined with a fleet that is gradually aging, has contributed to an increase in the number of scheduled repairs. In the short term, the Program expects these trends to continue and we have therefore increased our targets in future years for "Number of Scheduled Repairs Completed", in line with our updated estimate for scheduled repairs performed for FY 2012-13.

The Preventative Maintenance Repair Order benchmark evaluation is new and the target numbers provided are consistent with targets established by the American Public Works Associations in their development of national fleet standards.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Compact and midsize average fuel economy (mpg)	28.7	30	28.4	30	30
Number of scheduled repairs completed	1,251	1,300	1,700	1,700	1,700
Preventative maintenance repair orders as a percent of total repair orders <sup>1</sup>	---	---	59%	50%	50%

<sup>1</sup> 50% or more preventative maintenance repair orders as a percentage of total repair orders meets the standard set by the America Public Works Association. This is a new measure for FY 2013-14.

### Vehicle and Equipment Services (4760B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	16.0	16.0	14.0	14.0		14.0	
Funded FTE	16.0	16.0	14.0	14.0		14.0	
<b>Total Requirements</b>	12,138,314	13,006,511	14,485,896	14,652,913	167,017	15,073,041	420,128
<b>Total Sources</b>	12,138,314	13,006,511	14,485,896	14,652,913	167,017	15,073,041	420,128

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of increases in revenue from direct charges to departments for fuel costs; increase in operating expenses mainly due to rising costs for fuel and rubber based products; increase in reserves for future vehicle and equipment replacements; elimination of one-time equipment purchases; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
167,017	167,017	0	0

## 2. Annual Vehicle Replacement

The Vehicle and Equipment Services Program is responsible for the annual replacement of assigned and pool vehicles. \$1.29 million in Reserves will fund the one-time replacement of 45 vehicles, including 15 Sheriff patrol cars that meet the criteria of miles or years for replacement

Total Requirements	Total Sources	Net County Cost	Positions
1,290,000	0	1,290,000	0
(1,290,000)	0	(1,290,000)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
167,017	167,017	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of elimination of one-time SMCSaves grant funding; inclusion of increases in revenue from direct charges to departments for fuel costs; increase in operating expenses mainly due to rising costs for fuel and rubber based products; increase in Reserves for future vehicle and equipment replacements; elimination of one-time equipment purchases; increase in merit increases, and increases in retirement contributions and health benefit costs

Total Requirements	Total Sources	Net County Cost	Positions
(239,872)	(239,872)	0	0

## 2. Annual Vehicle Replacement

The Vehicle and Equipment Services Program is responsible for the annual replacement of assigned and pool vehicles. \$1.29 million in Reserves will fund the one-time replacement of 45 vehicles, including 15 Sheriff patrol cars that meet the criteria of miles or years for replacement

Total Requirements	Total Sources	Net County Cost	Positions
1,290,000	0	1,290,000	0
(1,290,000)	0	(1,290,000)	0

### 3. SMCSaves

The remaining balance of the SMCSaves grant for Fleet will be re-appropriated for expenses related to the installation and use of approximately 850 passive and 20 active GPS units to track and report on vehicle use within the County Fleet.

Total Requirements	Total Sources	Net County Cost	Positions
600,000	600,000	0	0

#### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
420,128	420,128	0	0

## Vehicle and Equipment Services (4760B) ALL FUNDS

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	73,798	68,281					
Charges for Services	39,578	40,508	12,000	99,256	87,256	99,256	
Interfund Revenue	6,090,877	5,646,208	6,979,069	7,058,830	79,761	6,863,152	(195,678)
Miscellaneous Revenue	167,312	116,371	118,000	118,000		118,000	
<b>Total Revenue</b>	<b>6,371,564</b>	<b>5,871,368</b>	<b>7,109,069</b>	<b>7,276,086</b>	<b>167,017</b>	<b>7,080,408</b>	<b>(195,678)</b>
Fund Balance	5,766,750	7,135,143	7,376,827	7,376,827		7,992,633	615,806
<b>TOTAL SOURCES</b>	<b>12,138,314</b>	<b>13,006,511</b>	<b>14,485,896</b>	<b>14,652,913</b>	<b>167,017</b>	<b>15,073,041</b>	<b>420,128</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,649,123	1,641,348	1,573,496	1,636,733	63,237	1,659,916	23,183
Services and Supplies	2,339,903	2,385,192	3,161,471	3,212,077	50,606	2,393,216	(818,861)
Other Charges	441,973	448,148	468,946	521,470	52,524	521,470	
Fixed Assets	570,314	1,154,996	1,905,156	1,290,000	(615,156)	2,040,000	750,000
<b>Net Appropriations</b>	<b>5,001,314</b>	<b>5,629,684</b>	<b>7,109,069</b>	<b>6,660,280</b>	<b>(448,789)</b>	<b>6,614,602</b>	<b>(45,678)</b>
Non-General Fund Reserves	7,137,000	7,376,827	7,376,827	7,992,633	615,806	8,458,439	465,806
<b>TOTAL REQUIREMENTS</b>	<b>12,138,314</b>	<b>13,006,511</b>	<b>14,485,896</b>	<b>14,652,913</b>	<b>167,017</b>	<b>15,073,041</b>	<b>420,128</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	16.0	14.0	14.0		14.0	
Funded FTE	16.0	16.0	14.0	14.0		14.0	

## Waste Management (4820B)

### Program Locator

#### County

Community Services

Department of Public Works

▷ **Waste Management**

### Program Outcome Statement

Administer and implement resource conservation programs and policies throughout the County

### Program Results

The Waste Management Program's mission is to advance environmental sustainability by working with residents, businesses and institutions throughout San Mateo County to encourage environmental stewardship, implement resource conservation programs and policies, and comply with the California Integrated Waste Management Act (AB 939) and the California Mandatory Commercial Recycling Act (AB 341). In FY 2012-13, the Program administered diversion and resource conservation outreach and education programs that resulted in 614,000 website hits; 2,170 calls to the hotline; delivered over 100 workshops, tours, presentations, and events to schools, businesses and the general public to meet the diversion goals of AB 939 and the increased goals for commercial and multi-family sectors stated in AB 341. During FY 2012-13 the Program was not able to meet the performance targets of 30 programs or projects in the Unincorporated areas that reduce waste, promote resource conservation, or conserve resources due to vacancies. The Program intends to evaluate the existing and proposed programs to meet the performance goals for FY 2013-14 and FY 2014-15. In both FY 2013-14 and FY 2014-15 the program will expand volunteer recruitment efforts to support programs needed to meet the diversion goals of AB 939.

The Program manages two garbage and recycling collection franchise agreements within the South Bayside Waste Management Authority's service area (SBWMA). Overall residential diversion within the SBWMA increased to 71% in 2012. This increase supported the County in achieving the Unincorporated County area's annual diversion targets, as reported to CalRecycle. In addition, the Program focused on community-wide and illegal dumping cleanups, e-waste collection/document destruction events and administered the new door-to-door household hazardous waste collection program, in the two County franchised areas.

The Program provides oversight and funding from the Solid Waste Fund for monitoring and maintenance of three closed county-owned landfills, administration of the Pescadero Transfer Station, and funding for the National Pollutant Discharge Elimination System (NPDES) Permit fee. The Solid Waste Fund has no new revenue, yet the remaining fund balance provides financial support for state mandated requirements. The Program continues to evaluate long-term funding options to continue this work once the Solid Waste Fund has been depleted.

In addition, through grant funding, the Program manages the countywide San Mateo County Energy Watch program (SMCEW). The SMCEW promotes energy efficiencies and water conservation, education, and provides resources for non-profits, government facilities, small businesses, farms and low income residents. During 2011-2012 grant cycles, PG & E program participants (non-profits, and government facilities) received \$1,590,459.72 in rebates from energy retrofit projects. In the coming years the grant program will continue to expand into additional sectors.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of Website visits to the County's RecycleWorks.org website	940,888	600,000	614,000	600,000	600,000
Number of programs/projects implemented in the unincorporated areas that reduce waste, promote resource conservation, or conserve resources	34	30	28	30	33
Measurement of disposal in pounds/per person/day <sup>1</sup>	Population 3.2 Employment 10.7	Population 3.1 Employment 10.6	Population 3.1 Employment 10.6	Population 3.1 Employment 10.6	Population 3.1 Employment 10.6

1. Source: CalRecycle website (2013). The most current data available from CalRecycle is for 2010 and states the California statewide disposal was 30.4 million tons with a population of 37.2 million residents. This resulted in the following disposal rates calculated using SB 1016's measurement system: 4.5 pounds/resident/day and 11.7 pounds/employee/day. To review the San Mateo County city performance in the measure please go to: [http://www.recycleworks.org/per\\_cap\\_disposal.html](http://www.recycleworks.org/per_cap_disposal.html).

### Waste Management (4820B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	9.0	9.0	9.0	9.0		9.0	
Funded FTE	8.8	8.9	8.9	9.0	0.1	9.0	
<b>Total Requirements</b>	8,483,011	9,299,680	10,699,629	10,069,585	(630,044)	8,116,043	(1,953,542)
<b>Total Sources</b>	8,483,011	9,299,680	10,699,629	10,069,585	(630,044)	8,116,043	(1,953,542)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of an accounting change will reduce AB 939 reimbursements due to a reallocation of expenses to a direct charge model, this will not impact service delivery; decrease in Fund Balance to continue to fund programs as revenue does not support current operations; decrease in revenue from Pescadero Transfer Station which is receiving less tonnage; decrease expenses related to landfill closure project; increase in expenses for additional methane monitoring wells at Half Moon Bay Landfill as well as maintenance activities; elimination of one-time grant funds and expenses; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(630,044)	(630,044)	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of reduction in Fund Balance and Reserves to fund current programs as revenue does not support current operations; removal of one-time funding and expenditures for Energy Watch and CalRecycle Bottle, Can and Litter grant; increase in expenditures for AB 341 mandated commercial recycling program activities and Pescadero Transfer Station Study; decrease expenditures for landfill monitoring as monitoring will reduce to quarterly rather than monthly; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(1,953,542)	(1,953,542)	0	0

## Waste Management (4820B) Special Revenue Funds

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	2,800,298	2,515,332	2,466,500	2,424,820	(41,680)	2,424,820	
Use of Money and Property	68,782	63,198	22,101	31,237	9,136	31,237	
Intergovernmental Revenues	263,157	249,310	192,021	235,000	42,979	119,750	(115,250)
Charges for Services	123,493	169,199	64,574	35,130	(29,444)	35,130	
Interfund Revenue	1,323,645	1,432,401	1,992,001	1,500,966	(491,035)	1,586,075	85,109
Miscellaneous Revenue	174,083	90,326					
<b>Total Revenue</b>	<b>4,753,458</b>	<b>4,519,766</b>	<b>4,737,197</b>	<b>4,227,153</b>	<b>(510,044)</b>	<b>4,197,012</b>	<b>(30,141)</b>
Fund Balance	3,729,554	4,779,914	5,962,432	5,842,432	(120,000)	3,919,031	(1,923,401)
<b>TOTAL SOURCES</b>	<b>8,483,011</b>	<b>9,299,680</b>	<b>10,699,629</b>	<b>10,069,585</b>	<b>(630,044)</b>	<b>8,116,043</b>	<b>(1,953,542)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,156,493	1,036,209	1,355,302	1,374,211	18,909	1,401,162	26,951
Services and Supplies	2,498,988	2,245,260	5,553,566	4,765,076	(788,490)	4,696,587	(68,489)
Other Charges	55,299	55,778	60,517	110,267	49,750	117,399	7,132
Other Financing Uses	4,092						
<b>Gross Appropriations</b>	<b>3,714,872</b>	<b>3,337,248</b>	<b>6,969,385</b>	<b>6,249,554</b>	<b>(719,831)</b>	<b>6,215,148</b>	<b>(34,406)</b>
Intrafund Transfers	(11,775)						
<b>Net Appropriations</b>	<b>3,703,097</b>	<b>3,337,248</b>	<b>6,969,385</b>	<b>6,249,554</b>	<b>(719,831)</b>	<b>6,215,148</b>	<b>(34,406)</b>
Contingencies/Dept Reserves	3,500,702	4,683,220	2,722,653	2,872,690	150,037	1,151,763	(1,720,927)
Non-General Fund Reserves	1,279,212	1,279,212	1,007,591	947,341	(60,250)	749,132	(198,209)
<b>TOTAL REQUIREMENTS</b>	<b>8,483,011</b>	<b>9,299,680</b>	<b>10,699,629</b>	<b>10,069,585</b>	<b>(630,044)</b>	<b>8,116,043</b>	<b>(1,953,542)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	9.0	9.0	9.0		9.0	
Funded FTE	8.8	8.9	8.9	9.0	0.1	9.0	

## Transportation Services (4830B)

### Program Locator

#### County

Community Services

Department of Public Works

▷ **Transportation Services**

### Program Outcome Statement

Reduce the environmental impact resulting from the movement of people

### Program Results

The Transportation Services Program provides resources for regional congestion assessments, transportation improvement projects and County crossing guard programs. In FY 2013-14, the Program will provide local match funding and leverage State Local Partnership Program funding to accomplish various roadway improvement projects. Additionally, the Program designs, implements, and manages the Commute Alternatives Program (CAP) to encourage County employees to use mass-transit, carpooling, walking and biking when commuting to and from work. These efforts assist the County in achieving its goal of reducing traffic, traffic-related air pollution, conserving energy, and improving quality of life for the community.

CAP has maintained an average of 1,455 participants in the public transit program mostly due to new participants having difficulty in finding a transit schedule that provides a reasonable or timely commute solution.

The number of vanpool program participants has grown since the September 2012 implementation of the "Last Mile" short-distance vanpool grant which, combined with the county subsidy, pays for the entire cost of an employee's vanpool fare. This program will continue through FY 2014-15 and it is expected that on average 25 employees will participate monthly. In addition, in FY 2013-14 the Program plans to undertake additional outreach efforts to encourage the use of Zip Car and Bike Share programs.

The number of carpool program participants has remained steady. The Program offers County employees the ability to ride match with the public or County employees, and is working with the Bay Area Quality Air District (BAAQMD) to implement a short-distance carpool pilot project to target employees who travel to the San Mateo County Health System and the County Government Center.

The number of bike/walk program participants has slightly increased. The Program is working with the San Mateo County Health System to create a designated bike locker room at the Health Center campus to encourage additional employees to bike or walk from home or from the train station to work. The Program continues to work with the Peninsula Congestion Relief Alliance to hold bike safety workshops for hundreds of County employees.

Program staff will continue to survey participants about service delivery. In an effort to maintain an overall customer satisfaction rating of 90% of customers reporting that the program has a positive effect on their well-being, staff will continue to make every effort to incorporate participant suggestions into the program.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Average monthly number of County employees served in the Commute Alternatives Program:					
- Vanpool	11	10	127	25	25
- Transit Tickets	1,117	940	1,100	1,100	1,100
- Carpool	276	300	274	325	325
- Bike/Walk	49	50	52	50	50
Percentage of survey respondents (employees in the Program) who reported that the Commute Alternatives Program had a positive effect on their lives and well-being	91%	91%	90%	90%	90%
Number of employees participating in the Program as compared to previous fiscal year	1,476	1,452	1,452	1,475	1,500

Transportation Services (4830B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	6.0	1.0	1.0	1.0		1.0	
Funded FTE	6.0	1.0	1.0	1.0		1.0	
<b>Total Requirements</b>	3,727,188	2,913,875	3,305,229	3,305,229		3,305,229	
<b>Total Sources</b>	3,727,188	2,913,875	3,305,229	3,305,229		3,305,229	

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of increases in costs due to one-time Surface Transportation Program Funds for State Local Partnership Program roadway improvement projects, and elimination of one-time special project expenses; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(227,419)	0	(227,419)	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of an increase in outreach expenses which is offset by a decrease in one-time special project expenses; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
10,067	0	10,067	0
(10,067)	0	(10,067)	0

Transportation Services (4830B)  
Half-Cent Transportation Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	1,835,196	1,997,065	1,865,199	1,865,199		1,865,199	
Use of Money and Property	6,200	9,724					
Charges for Services	1,268,275	66,845	75,000	75,000		75,000	
Miscellaneous Revenue	4	(323)					
<b>Total Revenue</b>	<b>3,109,675</b>	<b>2,073,311</b>	<b>1,940,199</b>	<b>1,940,199</b>		<b>1,940,199</b>	
Fund Balance	617,513	840,564	1,365,030	1,365,030		1,365,030	
<b>TOTAL SOURCES</b>	<b>3,727,188</b>	<b>2,913,875</b>	<b>3,305,229</b>	<b>3,305,229</b>		<b>3,305,229</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,146,621	165,610	190,315	192,199	1,884	202,266	10,067
Services and Supplies	1,613,915	1,235,417	2,449,074	2,221,655	(227,419)	2,211,588	(10,067)
Other Charges	126,087	147,819	665,840	891,375	225,535	891,375	
<b>Net Appropriations</b>	<b>2,886,623</b>	<b>1,548,845</b>	<b>3,305,229</b>	<b>3,305,229</b>		<b>3,305,229</b>	
Contingencies/Dept Reserves	840,565	1,365,030					
<b>TOTAL REQUIREMENTS</b>	<b>3,727,188</b>	<b>2,913,875</b>	<b>3,305,229</b>	<b>3,305,229</b>		<b>3,305,229</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	6.0	1.0	1.0	1.0		1.0	
Funded FTE	6.0	1.0	1.0	1.0		1.0	

## Utilities (4840B)

### Program Locator

#### County

Community Services

Department of Public Works

▷ Utilities

### Program Outcome Statement

Ensure the operation of utility programs and districts throughout San Mateo County

### Program Results

Customers in the County's ten sewer districts are provided with reliable sanitary sewer systems, responsible emergency assistance, environmentally sensitive sewage treatment and disposal, and competent and courteous customer service. The districts are responsible for financing the following: sewage treatment, evaluation of rate structures, each district's maintenance needs, and capital improvement projects. In addition, staff works to facilitate the annexation of properties into districts, set and interpret sewer policies, maintain and update standard drawings and provide plan reviews for the district's sewer projects.

The sewer districts maintain approximately 145 miles of pipeline in streets and easements. Most of the pipelines are over 50 years old and require frequent preventative maintenance. District budgets include funding for staff to perform most of the preventative maintenance during regular work hours (scheduled) and respond to emergencies such as overflows and backups (unscheduled). The percent of time spent by District staff on scheduled vs. unscheduled sewer work, which translates to budget utilization, has been above the average of the top 8 performing sewer agencies studied by the California Water Environment Association (CWEA), although the districts' systems are small when compared to the studied agencies (greater than 450 miles of pipeline). A number of construction projects are planned for fiscal years 2013-14 and 2014-15 in order to further reduce the time spent on emergencies.

The Program operates and maintains over 2,100 lights in eleven street lighting districts in both suburban and rural settings; providing enhanced visibility for drivers, bicyclists, and pedestrians in communities where they live and work. The lighting districts are managed such that residents and businesses within lighting districts are provided with efficient and responsive customer service. The Program is taking steps to ensure continuity of service upon equipment failure to meet its FY 13-14 performance target to repair 95% of streetlights within 10 working days. To become more efficient and reduce energy consumption, the lighting districts plan to implement an element of the County's Climate Action Plan by converting lights in commercial areas to LED in FY's 2013-14 and 2014-15.

The Program manages four County Service Areas (CSA's). CSA 7 and CSA 11 provide residents and businesses in two small communities with adequate and reliable supplies of high quality water. This 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. CSA 6 provides financing for street lighting to a community in the same manner as provided in the lighting districts, and CSA 8 provides fire protection, garbage and recycling collection services.

The Program manages eight drainage maintenance districts within various areas of the County to provide communities with reliable storm drain systems through efficient maintenance, repair and responsive customer service.

Finally, the Program manages watershed protection activities for the Department, which includes: obtaining environmental permits, field inspections during construction, determining the impacts of environmental regulations,

coordinating with other departments to comply with the County's National Pollution Discharge Elimination System (NPDES) permit, and developing road maintenance standards that are environmentally sensitive.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of streetlights maintained.	2,176	2,173	2,176	2,176	2,176
Percent of streetlights repaired within ten working days.	85%	95%	82%	95%	95%
Percent of time spent on scheduled vs. unscheduled sewer work.	91% / 9%	75% / 25%	83% / 917%	75% / 25%	75% / 25%
- Average of top 8 performers studied by CWEA	55% / 45%	55% / 45%	55% / 45%	55% / 45%	55% / 45%

### Utilities (4840B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	16.0	16.0	16.0	17.0	1.0	17.0	
Funded FTE	15.9	15.9	16.0	17.0	1.0	17.0	
<b>Total Requirements</b>	61,706,579	68,444,641	66,884,914	72,917,598	6,032,684	60,064,327	(12,853,271)
<b>Total Sources</b>	61,826,579	68,564,641	67,004,914	73,037,598	6,032,684	60,184,327	(12,853,271)
<b>Net County Cost</b>	(120,000)	(120,000)	(120,000)	(120,000)		(120,000)	

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of increase in operating revenue and districts operating costs; increase in available Fund Balance due to prior year savings; elimination of one-time capital improvement and equipment costs; adjustments to one-time contributions to other agencies; increase in radio replacement expense; increase in reimbursements for ASBS grant funded projects; increase in Reserves for future projects; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
5,926,861	5,926,861	0	0

### 2. Sewer Districts Capital Improvement Projects

Existing sewer pipes have been identified for replacement due to insufficient capacity, structural deficiencies or excessive maintenance. One-time capital improvements throughout the Sewer Districts will be financed with \$5,564,000 of Reserves. Improvements will help reduce sewer overflows and the amount of staff time spent on unscheduled maintenance.

Total Requirements	Total Sources	Net County Cost	Positions
5,564,000	0	5,564,000	0
(5,564,000)	0	(5,564,000)	0

### 3. Sewer Equipment Replacement

Equipment that is no longer functional has been identified for replacement. Equipment that reflects the latest technology such as rodding and hydroflush trucks, combination hydroflush/vacuum trucks, CCTV camera and vans will be acquired using a one-time \$470,000 appropriation of Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
470,000	0	470,000	0
(470,000)	0	(470,000)	0

### 4. Preventative Sewer Maintenance

One Wastewater Collection Worker position has been added to perform preventative maintenance and repairs on sewer infrastructure.

Total Requirements	Total Sources	Net County Cost	Positions
105,820	105,820	0	0

## 5. Flood Reduction Measures

The City of Daly City is contemplating storm drainage improvements that will reduce flooding in the City as it relates to the Colma Creek watershed. The Colma Creek Flood Control Zone includes areas of Daly City that are within the watershed. To support drainage improvements in the City of Daly City that are specifically linked to Colma Creek Flood Control Zone. \$1,500,000 in Reserves will be appropriated to reduce flooding for residents in the Colma Creek Flood Control Zone. In addition, \$695,656 in Reserves will be appropriated for the Seventh Year of the San Francisquito Creek Flood Control Zone 2 Army Corps of Engineer Project.

Total Requirements	Total Sources	Net County Cost	Positions
2,195,656	0	2,195,656	0
(2,195,656)	0	(2,195,656)	0

## 6. Stormwater Compliance

To comply with San Francisco Bay Regional Water Quality Control Board Municipal Regional Stormwater NPDES Permit and State Water Resources Control Board special protections for Areas of Special Biological Significance requirements, \$176,920 in Reserves has been appropriated for staff and contract to work on various projects.

Total Requirements	Total Sources	Net County Cost	Positions
176,920	0	176,920	0
(172,920)	0	(176,920)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
6,032,684	6,032,684	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of elimination of one-time capital improvement and equipment costs; elimination of one-time contributions to other agencies; decrease in available Fund Balance to reflect contingencies carry forward from FY 2013-14; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(12,853,271)	(12,853,271)	0	0

### 2. Flood Reduction Measures

As in FY 2013-14, the Program will undertake several flood control measures including continuations of the Daly City Storm Drain Improvement and San Francisquito Creek Flood Control Zone 2 Army Corps of Engineers projects as well

as improvements to the Colma Creek Flood Control Channel Wall. In total, \$3,847,828 in Reserves will fund these projects.

Total Requirements	Total Sources	Net County Cost	Positions
3,847,828	0	3,847,828	0
(3,847,828)	0	(3,847,828)	0

### 3. Sewer Districts Capital Improvement Projects

As in FY 2013-14 Sewer pipes have been identified for replacement. In this instance the Crystal Springs Sewer Replacement Project, between Parrott and Randall will be funded with \$450,000 in Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
450,000	0	450,000	0
(450,000)	0	(450,000)	0

### 4. Sewer Equipment Replacement

As in FY 2013-14, Equipment that is no longer functional has been identified for replacement. Equipment that reflects the latest technology will be acquired using a one-time \$150,000 appropriation of Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
150,000	0	150,000	0
(150,000)	0	(150,000)	0

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(12,853,271)	(12,853,271)	0	0

Utilities (4840B)  
ALL FUNDS

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	5,475,844	5,658,404	4,674,740	4,714,300	39,560	4,714,300	
Licenses, Permits and Franchises	611,431	702,497	585,865	627,706	41,841	627,706	
Use of Money and Property	453,277	413,076	243,439	241,032	(2,407)	241,032	
Intergovernmental Revenues	36,289	123,227	34,355	37,122	2,767	37,122	
Charges for Services	10,153,195	11,279,360	11,657,974	12,179,438	521,464	12,593,008	413,570
Interfund Revenue	2,441,901	4,299,389	3,358,407	4,455,995	1,097,588	3,930,466	(525,529)
Miscellaneous Revenue	95,104	166,694	7,000	12,016	5,016	9,000	(3,016)
Other Financing Sources	2,430,000	1,130,000	1,660,663	3,421,238	1,760,575	2,988,693	(432,545)
<b>Total Revenue</b>	<b>21,697,041</b>	<b>23,772,647</b>	<b>22,222,443</b>	<b>25,688,847</b>	<b>3,466,404</b>	<b>25,141,327</b>	<b>(547,520)</b>
Fund Balance	40,129,538	44,791,994	44,782,471	47,348,751	2,566,280	35,043,000	(12,305,751)
<b>TOTAL SOURCES</b>	<b>61,826,579</b>	<b>68,564,641</b>	<b>67,004,914</b>	<b>73,037,598</b>	<b>6,032,684</b>	<b>60,184,327</b>	<b>(12,853,271)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,026,854	2,217,728	2,309,916	2,460,378	150,462	2,492,611	32,233
Services and Supplies	10,406,529	14,000,619	19,232,276	21,470,623	2,238,347	21,060,216	(410,407)
Other Charges	2,017,580	2,066,134	2,046,986	3,047,476	1,000,490	1,651,450	(1,396,026)
Fixed Assets	480,373	2,742,061	7,891,716	7,534,000	(357,716)	4,100,000	(3,434,000)
Other Financing Uses	4,036,176	2,639,851	3,172,314	4,933,389	1,761,075	4,500,844	(432,545)
<b>Gross Appropriations</b>	<b>18,967,512</b>	<b>23,666,393</b>	<b>34,653,208</b>	<b>39,445,866</b>	<b>4,792,658</b>	<b>33,805,121</b>	<b>(5,640,745)</b>
Intrafund Transfers	(1,231,870)	(4,230)	(1,105,331)	(1,571,268)	(465,937)	(1,638,268)	(67,000)
<b>Net Appropriations</b>	<b>17,735,642</b>	<b>23,662,163</b>	<b>33,547,877</b>	<b>37,874,598</b>	<b>4,326,721</b>	<b>32,166,853</b>	<b>(5,707,745)</b>
Contingencies/Dept Reserves	43,482,391	44,162,426	33,254,124	34,956,022	1,701,898	27,807,467	(7,148,555)
Non-General Fund Reserves	488,546	620,051	82,913	86,978	4,065	90,007	3,029
<b>TOTAL REQUIREMENTS</b>	<b>61,706,579</b>	<b>68,444,641</b>	<b>66,884,914</b>	<b>72,917,598</b>	<b>6,032,684</b>	<b>60,064,327</b>	<b>(12,853,271)</b>
<b>NET COUNTY COST</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>		<b>(120,000)</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	16.0	16.0	17.0	1.0	17.0	
Funded FTE	15.9	15.9	16.0	17.0	1.0	17.0	

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## Airports (4850B)

### Program Locator

County

Community Services

Department of Public Works

▷ **Airports**

### Program Outcome Statement

Ensure the safe operation and maintenance of County-operated Airports

### Program Results

The San Mateo County Airports strive to engage and educate the local community about the important benefits of the Airports. The Program operates and maintains the San Carlos and Half Moon Bay Airports in compliance with Federal Aviation Regulations, State requirements, and County Airport Noise Abatement Procedures. Program staff manages and maintains over 500 acres of airport facilities, infrastructure, and equipment; manages over 400 lease agreements and business contracts; and performs design and environmental studies for future federally funded safety, security and infrastructure improvements at both the San Carlos and Half Moon Bay Airports.

The Program continues to achieve a 99% compliance rate with airport noise abatement. The high rate of compliance is the result of educational efforts and aircraft flight monitoring in the communities neighboring the Airports. Despite continuing economic uncertainty and volatility in aircraft fuel prices that negatively affect the cost of flying, the Program continues to maintain 100% occupancy in county-owned hangars. Aviation businesses continue to express strong interest in beginning or expanding operations at the County's Airports. The Program expects that aircraft operations will continue to stabilize and slowly increase over the next two years. The Program is planning to construct capital improvements in 2013, after receipt of a \$2.3 million dollar Federal Aviation Administration grant. This grant will fund the relocation and construction of an expanded aviation fuel storage facility. The project will greatly enhance the condition and usability of the Airport and may increase revenue generated by fuel sales at the Airports. An additional \$2 million in Federal Aviation Administration grant funding is expected in FY 2014-15 for facility and capacity improvements that will accommodate our increase in business charter flights, and further improve safety at the Airports.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Annual number of aircraft operations at San Carlos Airport as compared to the average annual number of aircraft operations at other Bay Area general aviation airports <sup>1</sup>	---	90,000 / TBD	90,000 / TBD	95,000 / TBD	95,000 / TBD
Percent of aircraft observed operating in compliance with airport noise abatement procedures	99%	99%	99%	99%	99%
Percent of rented hangars, T-shades/airport offices and concession areas:					
- Hangars and T-shades	96%	90%	90%	90%	90%
- Airport offices and concession areas	85%	80%	80%	80%	80%

1. This is a new measure for FY 12-13. Data is currently being collected from other agencies.

### Airports (4850B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	9.0	9.0	9.0	9.0		9.0	
Funded FTE	9.0	9.0	9.0	9.0		9.0	
<b>Total Requirements</b>	6,017,087	5,029,690	5,884,056	6,175,438	291,382	3,472,560	(2,702,878)
<b>Total Sources</b>	6,017,087	5,029,690	5,884,056	6,175,438	291,382	3,472,560	(2,702,878)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of a reduction in rental revenue due to office space vacancies; elimination of one-time state and federal revenue and capital expenses specific to completed projects; increase in Reserves as a result of elimination of one-time capital improvement projects; merit increases; and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(2,156,940)	(2,156,940)	0	0

### 2. Federal Aviation Administration (FAA) Grant Funded Projects

The Program has accepted Federal and State grant funding for projects that are identified on the FAA Airport Layout Plan and five-year FAA Airport Capital Improvement Plan. The projects are as follows: San Carlos Airport Fuel Facility and Pump Station, Half Moon Bay Airport Culvert Environmental Assessment, and the Half Moon Bay Airport Layout Plan update. The study, design and construction of these projects will rehabilitate airport infrastructure and enhance safety for airport users. The required County match, \$282,185, for the Fuel Facility and Pump Station grants will be financed with Reserves.

Total Requirements	Total Sources	Net County Cost	Positions
2,448,322	2,448,322	0	0

### 3. San Carlos and Half Moon Bay Airport Improvements Projects

The proposed projects at both the San Carlos and Half Moon Bay Airports are necessary for ongoing infrastructure rehabilitation and improvements. The projects are as follows: fencing for vehicle storage and terminal repairs and improvements at both airports as well as an update to the Airports Airport Land Use Compatibility Plan. Reserves of \$154,500 will finance these projects.

Total Requirements	Total Sources	Net County Cost	Positions
154,500	0	154,500	0
(154,500)	0	(154,500)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
291,382	291,382	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of the elimination of one-time state and federal revenue and capital expenses specific to capital projects that are anticipated to be completed; merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(2,702,878)	(2,702,878)	0	0

### 2. San Carlos Capital Improvement Projects

The proposed terminal building roof replacement at San Carlos Airport is necessary for ongoing infrastructure rehabilitation and improvement efforts. Reserves of \$130,000 will finance this project.

Total Requirements	Total Sources	Net County Cost	Positions
130,000	0	130,000	0
(130,000)	0	(130,000)	0

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,702,878)	(2,702,878)	0	0

Airports (4850B)  
County Airports Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	15,500	15,500	15,500	15,500		15,500	
Use of Money and Property	2,762,262	2,577,801	2,556,572	2,498,672	(57,900)	2,540,172	41,500
Intergovernmental Revenues	836,633	229,744	2,075,540	2,448,322	372,782		(2,448,322)
Charges for Services	10,101	9,649	33,000	29,500	(3,500)	29,500	
Miscellaneous Revenue	99,166	83,148	280,000	260,000	(20,000)	60,000	(200,000)
<b>Total Revenue</b>	<b>3,723,663</b>	<b>2,915,842</b>	<b>4,960,612</b>	<b>5,251,994</b>	<b>291,382</b>	<b>2,645,172</b>	<b>(2,606,822)</b>
Fund Balance	2,293,424	2,113,848	923,444	923,444		827,388	(96,056)
<b>TOTAL SOURCES</b>	<b>6,017,087</b>	<b>5,029,690</b>	<b>5,884,056</b>	<b>6,175,438</b>	<b>291,382</b>	<b>3,472,560</b>	<b>(2,702,878)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,123,282	1,090,398	1,179,279	1,205,726	26,447	1,220,578	14,852
Services and Supplies	868,285	812,667	664,550	621,750	(42,800)	621,750	
Other Charges	1,602,540	1,749,803	705,667	735,567	29,900	735,567	
Fixed Assets	981,645	561,248	2,690,368	2,885,007	194,639	130,000	(2,755,007)
<b>Gross Appropriations</b>	<b>4,575,752</b>	<b>4,214,116</b>	<b>5,239,864</b>	<b>5,448,050</b>	<b>208,186</b>	<b>2,707,895</b>	<b>(2,740,155)</b>
Intrafund Transfers	(111,421)	(107,870)	(50,000)	(100,000)	(50,000)	(50,000)	50,000
<b>Net Appropriations</b>	<b>4,464,331</b>	<b>4,106,246</b>	<b>5,189,864</b>	<b>5,348,050</b>	<b>158,186</b>	<b>2,657,895</b>	<b>(2,690,155)</b>
Non-General Fund Reserves	1,552,756	923,444	694,192	827,388	133,196	814,665	(12,723)
<b>TOTAL REQUIREMENTS</b>	<b>6,017,087</b>	<b>5,029,690</b>	<b>5,884,056</b>	<b>6,175,438</b>	<b>291,382</b>	<b>3,472,560</b>	<b>(2,702,878)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	9.0	9.0	9.0		9.0	
Funded FTE	9.0	9.0	9.0	9.0		9.0	

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## Capital Projects (8500D)

### Program Locator

County

Community Services

Department

▷ **Capital Projects**

### Program Outcome Statement

The Capital Program plans, designs, constructs, upgrades and in general improves facilities to operate efficiently, safely, and accessible to employees and clients of County agencies.

### Program Results

In FY 2012-13 the Capital Program completed approximately 60 projects with capital expenditures of approximately \$19 million by June 30, 2013.

Significant projects were completed, including the Retro-Commissioning of the Crime Lab, the San Mateo Medical Center Reseal Clinic Building Window System, the Hall of Justice Upgrade of Direct Digital Control System, the Maguire Jail Replacement of Chillers, Cordilleras Replacement of Radiant Heaters, along with the replacement of numerous boilers and water heaters with high efficiency units throughout County facilities. These projects contributed to the County's energy and greenhouse gas emissions reduction goals. The Hall of Justice project is representative of these achievements in that its electrical usage and charges have been reduced by 13.2% and 10.3% compared to FY 2011-12. Correspondingly, gas usage and charges were also reduced by 51.8% and 58.8%. Overall, completed projects result in an overall reduction of \$367,639 (6.9%) in gas and electric charges, equivalent to a drop in particulate emissions of nearly 2,000 metric tons of CO<sub>2</sub>. The number of maintenance service calls decreased accordingly, revealing improved occupant comfort and satisfaction levels.

Another major project got underway in FY 2012-13 with demolition and remediation of the Woodhouse property for the New Maple Street Correctional Center, and the start of its design phase. The new correctional facility project will be approximately 259,806, square feet, consisting of a 768 bed facility, and surface parking for approximately 189 vehicles. The estimated cost of the jail once completed is \$165 million.

For FY 2013-14, the Capital Projects budget contains approximately 200 projects including new and existing, for a total budget of \$205,207,442. This total includes \$68.5 million in re-appropriated projects from the prior fiscal year, \$38 million of which for the new jail construction, and approximately \$30 million for existing Facilities, Engineering, Departmental and Parks projects. New funding includes the ongoing new jail (\$50 million), Skylonda (\$4 million) and Pescadero's (\$6 million) Fire Stations, continued improvements to the County's facilities maintenance and infrastructure (\$4 million), and \$250,000 for preliminary financial studies of the Cordilleras Mental Health facility replacement. The Capital Projects Summary FY 2013-14 table is included on the following pages and provides a detail list of all funded projects.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Total Capital Projects Expenditures	\$10,590,522	\$55,000,000	\$19,578,517	---	---
Percent of County facilities with a satisfactory facility condition index rating	70%	70%	70%	70%	70%
Percent of Planned Projects completed	25%	25%	25%	25%	25%

Capital Projects (8500D)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	70,757,636	13,637,129	83,044,174	136,428,259	53,384,085	82,870,430	(53,557,829)
Total Sources	70,757,636	13,637,129	83,044,174	136,428,259	53,384,085	82,870,430	(53,557,829)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows due to completed projects which include Retro-Commissioning of the Crime Lab, the San Mateo Medical Center Reseal Clinic Building Window System, the Hall of Justice Upgrade of Direct Digital Control System, the Maguire Jail Replacement of Chillers, Cordilleras Replacement of Radiant Heaters; as well as, other facilities maintenance, engineering, and Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
(13,037,548)	(13,037,548)	0	0

2. Maple Street Correctional Center

The total funds available include \$97,829,911 of which includes \$59,708,482 is new funding and \$38,121,429 that was re-appropriated for construction of the Maple Street Correctional Facility.

Total Requirements	Total Sources	Net County Cost	Positions
59,708,482	59,708,482	0	0

### 3. New Funding for Capital Improvement Projects

New funding includes money for the Devils Slide Trail construction, the San Mateo Medical Center Co-Generation Plant; as well as, other facilities maintenance, engineering, and Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
6,713,151	6,713,151	0	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
53,384,085	53,384,085	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows due to completed phases of the Maple Street Correctional Center (\$97,829,911); as well as, other facilities maintenance, engineering, and Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
(120,429,133)	(120,429,133)	0	0

#### 2. Maple Street Correctional Center

The total funds available decrease by \$97,829,911 due to completed phases of the Maple Street Correctional Center and \$60,15,153 become available for completion of the project

Total Requirements	Total Sources	Net County Cost	Positions
60,158,153	60,158,153	0	0

#### 3. New Funding for Capital Improvement Projects

New funding for Capital Improvements include funding for a variety of facilities maintenance, engineering, and Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
6,713,151	6,713,151	0	0

#### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(53,557,829)	(53,557,829)	0	0

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
<b>HEALTH PROJECTS</b>		
Canyon Oaks Upgrade Pantry Cooling System	11,250	11,250
Cordilleras Water Tower Fencing	17,500	17,500
Health Administration Convert Mechanical System	312,360	161,680
Health Services Administration 225 37th Avenue Esthetic Upgrades	500,000	500,000
Replace Kitchen at Our Common Ground	118,849	59,245
San Mateo Medical Center Renovate Morgue	121,773	60,887
San Mateo Medical Center Replace Expansion Joints in Multiple Locations	45,000	45,000
San Mateo Medical Center Seal Fire Penetrations	13,775	13,775
San Mateo Medical Center-Admin. Building Seismic Improvements OSHPD-Required	37,500	37,500
<b>Subtotal Health Services Projects - County General Fund 85110</b>	<b>1,178,007</b>	<b>907,016</b>
Mike Nevin Medical Center-Install DDC Controls System	70,000	70,000
San Mateo Medical Center HVAC Equipment Controls Upgrade	300,000	300,000
San Mateo Medical Center Install Two Digital Mammography Units - 66705-7211I	150,000	150,000
San Mateo Medical Center Co-Generation Plant	2,478,529	1,250,001
San Mateo Medical Center Electrical Upgrade & Surgery Laser Equipment	62,500	62,500
San Mateo Medical Center Psychiatric Unit Patient Safety Remodel	65,000	65,000
San Mateo Medical Center Remodel Operating Room	188,000	188,000
San Mateo Medical Center Remodel Psychiatric Emergency Entrance	96,500	96,500
San Mateo Medical Center Replace. Dim Switches & Ballasts in Radiology and ICU Units	12,500	12,500
San Mateo Medical Center Replace Heat Exchangers on Low Capacity Boilers	315,000	315,000
San Mateo Medical Center Replace High Pressure Steam Boiler	57,976	28,988

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
San Mateo Medical Center Reseal Clinic Building Window	461,766	230,900
San Mateo Medical Center Retrofit Water Tank	290,208	245,104
San Mateo Medical Center Upgrade Temperature Control System	25,001	25,001
<b>Subtotal Medical Center Projects - County General Fund 85115</b>	<b>4,573,012</b>	<b>2,881,993</b>
San Mateo Medical Center Computer Aided Design Schematic Drawings	11,828	5,914
San Mateo Medical Center Replace High Pressure Steam Boiler	3,950	1,975
<b>Subtotal Health Services Projects - Facility Surcharge 88310</b>	<b>15,775</b>	<b>7,889</b>
Tower Road Household Hazardous Waste Facility Upgrades	32,500	32,500
<b>TOTAL HEALTH PROJECTS</b>	<b>5,799,297</b>	<b>3,829,398</b>
<b>CRIMINAL JUSTICE PROJECTS</b>		
Administrative Offices of Courts Replace /Courts Replace Compressor & Cooling Tower	25,899	12,950
Camp Glenwood Improvement Project	10,876	5,438
Countywide Upgrade Radio Sites	78,163	39,082
Maguire Correctional Facility Replace Fire Alarm	113,241	81,621
Maguire Correctional Facility Maintain Co-Generation System	42,866	42,866
Maguire Correctional Facility Upgrade Additional Cameras and Equipment	35,778	17,889
Maguire Correctional Facility West Reconfigure Interlock System	133,050	66,525
San Mateo Medical Center Renovate Morgue	591,969	295,985
San Mateo County Honor Camp Site Characterization	35,825	17,913
Youth Service Center Install Door Upper Floor Security	27,500	27,500
Youth Services Center Maintain Co-Generation System	60,097	30,049
<b>Subtotal Criminal Justice Projects - County General Fund 85120</b>	<b>1,155,264</b>	<b>637,815</b>
New Jail- Maple Street Correctional Center Construction General Fund	51,557,418	
New Jail- Maple Street Correctional Center Construction	46,181,421	60,158,153

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
Youth Services Center / Justice Center Plan	50,877	
Youth Services Center Loop Road Security	40,195	
<b>Subtotal Criminal Justice Projects - Bond 87920</b>	<b>97,829,911</b>	<b>60,158,153</b>
Camp Glenwood Improvement Project	836,971	605,986
Hall of Justice Replace Cooling Tower & Vinyl Flooring	134,397	117,199
Maguire Correctional Facility Replace Life Safety Air Tanks	82,732	41,366
<b>Subtotal Criminal Justice Projects - Facility Surcharge 88320</b>	<b>1,054,100</b>	<b>764,550</b>
<b>TOTAL CRIMINAL JUSTICE PROJECTS</b>	<b>100,039,275</b>	<b>61,560,518</b>
<b>PARKS AND MARINA PROJECTS</b>		
Alpine Trail Improve Bike/Pedestrian Trail	861,679	430,840
Alpine Trail Slide Repairs	300,000	150,000
Devil's Slide Construct Trail	1,964,637	982,319
Memorial Park Replace Wastewater System and Potable Water System	925,000	462,500
Memorial Park Repair Utility Bridge	40,000	20,000
<b>Subtotal Parks and Marina Projects - County General Fund 85130</b>	<b>4,091,316</b>	<b>2,045,658</b>
Coyote Point Marina Replace Dock 29	1,773,636	886,818
<b>Subtotal - Parks and Marina Projects - Coyote Point Marina Fund 85930</b>	<b>1,773,636</b>	<b>886,818</b>
Crystal Springs Construct Trail South of Dam to Highway 35	990,000	495,000
Coyote Point Bay Trail Construction	74,360	37,180
Coyote Point Park Water Distribution System	269,676	134,838
Fitzgerald Marine Reserve Reconstruct Parking Lot	250,000	125,000
Mirada Surf Install Restroom and Install Coastal Trail	180,000	90,000
Pigeon Point Construct Guard Rail	77,102	38,551
San Bruno Mountain Park Rehabilitate Crocker Entrance	184,500	92,250
San Bruno Mountain Repave Parking Lot	175,000	87,500
San Bruno Mountain Plan and Construct Ridge to Bay Trail	367,029	183,515

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
San Pedro Valley Park Construct Vehicle Wash Down Racks	194,167	97,084
<b>Subtotal Parks and Marina Projects - Parks Acquisition Fund 86130</b>	<b>2,761,834</b>	<b>1,380,917</b>
Huddart Park Repair Septic Vaults	104,250	52,125
Huddart Park Restroom Building ADA Improvements	100,000	50,000
Memorial Park Fuel Storage Project	10,000	5,000
Parks Vegetation Management Fuel Load Reduction	35,000	17,500
Woodside Store Roof Replacement	150,000	75,000
<b>Subtotal Parks/Marina Projects- Facility Surcharge 88330</b>	<b>399,250</b>	<b>199,625</b>
<b>TOTAL PARKS AND MARINA PROJECTS</b>	<b>9,026,036</b>	<b>4,513,018</b>
<b>HUMAN SERVICES PROJECTS</b>		
Human Services Building 2500 Middlefield Install Generator Set	172,500	172,500
<b>Human Services Projects- County General Fund 85160</b>	<b>172,500</b>	<b>172,500</b>
<b>TOTAL HUMAN SERVICES PROJECTS</b>	<b>172,500</b>	<b>172,500</b>
<b>OTHER COUNTY PROJECTS</b>		
ADA Drinking Fountain County Office Building 1 Floors 2-5	11,410	5,705
Animal Care Shelter	15,000	7,500
Capital Project Development	76,042	75,000
CGC Forklift Replacement	4,182	2,091
Circle Star Campus Building Two	3,888	1,944
Circle Star Campus Space Planning and Improvements	7,709,420	3,854,710
County Facility Master Plan Phase Two	362,462	250,000
County Office Building One Replace Cooling Tower serving A/C 1	37,348	18,674
Countywide Electrical Specifications and Safety Compliance	50,000	50,000
East Palo Alto Government Center Replace HVAC	77,500	77,500
El Cerrito Trunk Sewer Repair Relief Line	51,180	25,590

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
Emergent Special Jobs-GF	250,515	250,000
Gateway School Ramps Corrections	11,964	5,982
Graffiti Abatement Program	33,476	25,001
Hall of Justice Booster Pump	150,000	75,000
Hall of Justice Upgrade Direct Digital Control System	9,874	4,937
Health Administration Replace Carpet Phase II	34,975	17,488
Integrated Workplace Management System Purchase Software	182,309	166,155
La Honda Water Treatment Plant Seismic Retrofit	25,000	25,000
La Honda Water Treatment Plant Well Analysis	75,000	75,000
Loading Dock Forklift Shed	15,000	7,500
Maguire Carpet Flooring Replacement	108,683	54,342
Maguire Correctional Facility Co-Generator Maintenance	25,000	12,500
Maguire Correctional Facility Repair And Replace Shower Pans	152,004	76,002
Maguire Correctional Facility Replace Faucets & Manual Flush Valves	62,500	62,500
Maguire Correctional Facility Replace Fire Alarm	393,066	196,533
Motor Pool Move PG&E Pipe to Winslow Street	250,000	250,000
New Jail Project Management - Department of Public Works	70,792	50,001
Northern Courts /Administrative Offices of Courts Install Building Fire Alarm	23,337	11,669
Northern Courts Replace Boilers	25,899	12,950
Public Administrator Offices	44,500	22,250
San Carlos Airport Levees Complete Environmental Review	147,797	73,899
San Mateo Medical Center Clinic Analyze and Upgrade HVAC Cooling System	941,204	470,602
San Mateo Medical Center Fire Alarm Computer	25,000	12,500
San Mateo Medical Center Ice Machine Replacement	10,000	5,000
Seal Cove Paving	264,440	132,220
Strategic Energy Master Plan	517,781	300,000

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
Tower Road Street Improvements-GF	75,001	75,001
Tube System Software Upgrade	13,971	6,986
Walk-In Freezer Rack Replacement	50,905	25,453
Youth Services Center Broken Glass Replacement	690	345
<b>Subtotal Other County Projects - County General Fund 85170</b>	<b>12,389,113</b>	<b>6,871,525</b>
Alpine Trail Slide Repairs	300,000	150,000
<b>Subtotal Other County Projects - Departmental General Fund 85207</b>	<b>300,000</b>	<b>150,000</b>
Alameda Streetscape Replace Tree	35,310	17,655
County Facilities Upgrade Domestic Water Fixtures Upgrade	67,780	33,890
Maguire Correctional Facility Replace Fire Alarm System	700,000	350,000
Pal Care Childcare Center Roof Replacement and Deck Improvement	366,220	183,110
<b>Subtotal Other County Projects - Facility Surcharge 88370</b>	<b>1,169,310</b>	<b>584,655</b>
California Department of Fire Belmont Conduct Structural Analysis of Hose Tower	62,500	62,500
<b>Subtotal Fire Protection Projects- Facility Surcharge 88350</b>	<b>62,500</b>	<b>62,500</b>
County Office Building One Install Radio Shop Fire Alarm	28,233	14,117
<b>Subtotal Other County General Fund Project 87770</b>	<b>28,233</b>	<b>14,117</b>
Tower Road Street Improvements-County Office of Education	75,000	75,000
<b>Subtotal Other County Projects- Other 88670</b>	<b>75,000</b>	<b>75,000</b>
<b>Skylonda Fire Station Replacement</b>	<b>2,000,000</b>	<b>2,000,000</b>
<b>Subtotal Capital Projects Bond Proceeds 87950</b>	<b>2,000,000</b>	<b>2,000,000</b>
California Department of Fire Belmont Replace Emergency Generator Unit	126,359	106,930
Agriculture Building Replace Carpet	13,000	13,000
California Department of Fire Belmont Apparatus Building Replace Highbay Fixtures	14,000	14,000
California Department of Fire Belmont Apparatus Building Seal Coat Asphalt	11,500	11,500

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
California Department of Fire Belmont Paint Barracks & Exterior Apparatus Building	25,000	25,000
California Department of Fire Belmont Replace Carpet	20,000	20,000
California Department of Fire Pescadero Replace Water Heater	5,500	5,500
California Department of Fire Skylonda Repair Leaking Shower	12,500	12,500
Child Care Replace Water Heater	10,000	10,000
Cordilleras Prepare & Paint Interior	25,000	25,000
Cordilleras Replace Ceiling Tiles	15,000	15,000
Cordilleras Replace Outdoor Heating Cooling System	21,000	21,000
Cordilleras Replace Propeller Exhaust Fan	3,000	3,000
Cordilleras Replace Window Awning and Casements Phase 1	15,000	15,000
County Center Replace Bird netting	20,000	20,000
County Office Building 1 Regulatory Compliance Boiler Burner Retrofit	40,000	40,000
County Office Building 1 Replace Circulating Pump	15,000	15,000
County Office Building 1 Replace Heat Pumps	35,000	35,000
County Office Building 1 Replace Hydraulic Compactor	30,000	30,000
County Office Building 1 Replace Wallpaper In The 1st Floor Lobby	6,250	6,250
County Office Building 2 Regulatory Compliance Boiler Burner Retrofit	25,000	25,000
County Office Building Two Replace Building Automation System	393,973	196,987
County Office Building Two	395,544	197,772
County Office Building Two Replace Sewer Pits, Storm Drain Pumps and Motor Control	38,004	19,002
Grant Yard - Paint Exterior Admin. Building & Storage Facility	42,500	42,500
Grant Yard Administration	40,000	40,000
Grant Yard Replace Two	223,314	111,657
Hall of Justice Replace Revolving Doors	93,607	46,804
Health Services Building Paint Interior & Exterior	45,000	45,000
Health Services Building Prep & Paint All Wood Doors	16,000	16,000

## Capital Projects Summary FY 2013-14 &amp; FY 2014-15

Project Description	FY 2013-14 Total Approp	FY 2014-15 Total Approp
Health Services Building Prepare and Seal Coat Asphalt Pavement	4,250	4,250
Health Services Building Replace Wall Paper	17,500	17,500
Health Services Replace Vinyl Sheet Flooring	40,000	40,000
Maguire Correctional Facility Replace 8 Centrifugal Exhaust Fan	30,000	30,000
Maguire Correctional Facility Replace Steam Boiler and Kitchen Kettle	5,628	2,814
Maguire Correctional Facility Upgrade Automation System Control	901,983	450,992
Maguire Correctional Facility	127,894	63,947
Maple Street Shelter Replace	25,000	25,000
Motor Pool Replace Heaters	31,433	15,717
Old Maguire Correctional Facility Replace Control Room Panels	191,399	95,700
San Mateo Medical Center Morgue Replace Freezer Condensing / Evaporator Unit	4,649	4,649
San Mateo Medical Center Psychiatric Replace Flooring Shower Unit	6,250	6,250
San Mateo Medical Center Replace Carpet	6,500	6,500
San Mateo Medical Center Replace Emergency Generator	491,831	275,916
San Mateo Medical Center Replace Smoke Detector	520,798	325,000
San Mateo Medical Center	90,000	90,000
South San Francisco Adult	55,000	55,000
Weights & Measures Prepare & Paint Interior	8,250	8,250
Youth Services Center Central Plant Energy Expansion Feasibility Study	76,759	38,380
Youth Services Center Resurface Parking	62,500	62,500
<b>Subtotal County Projects- FCIS 85410</b>	<b>4,473,675</b>	<b>2,802,763</b>
<b>TOTAL OTHER COUNTY PROJECTS</b>	<b>20,497,831</b>	<b>12,560,559</b>
<b>TOTAL ALL PROJECTS ALL FUNDS</b>	<b>135,534,938</b>	<b>82,635,992</b>

Capital Projects (8500B)  
Capital Project Funds

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	21,619	24,562					
Intergovernmental Revenues	1,190,057	946,682					
Charges for Services	2,485	1,325					
Interfund Revenue			1,022,169	960,336	(61,833)	960,336	
Miscellaneous Revenue	11,688	44,726					
Other Financing Sources	67,188,724	9,993,519	78,736,146	132,834,000	54,097,854	81,016,773	(51,817,227)
<b>Total Revenue</b>	<b>68,414,573</b>	<b>11,010,814</b>	<b>79,758,315</b>	<b>133,794,336</b>	<b>54,036,021</b>	<b>81,977,109</b>	<b>(51,817,227)</b>
Fund Balance	2,343,063	2,626,315	3,285,859	2,633,923	(651,936)	893,321	(1,740,602)
<b>TOTAL SOURCES</b>	<b>70,757,636</b>	<b>13,637,129</b>	<b>83,044,174</b>	<b>136,428,259</b>	<b>53,384,085</b>	<b>82,870,430</b>	<b>(53,557,829)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	2,222,010	164,363	2,340,000	200,000	(2,140,000)	9,500,000	9,300,000
Other Charges	155,407						
Fixed Assets	65,753,904	10,186,906	80,009,636	135,334,938	55,325,302	73,135,992	(62,198,946)
<b>Net Appropriations</b>	<b>68,131,321</b>	<b>10,351,270</b>	<b>82,349,636</b>	<b>135,534,938</b>	<b>53,185,302</b>	<b>82,635,992</b>	<b>(52,898,946)</b>
Contingencies/Dept Reserves	2,626,315	3,285,859	694,538	893,321	198,783	234,438	(658,883)
<b>TOTAL REQUIREMENTS</b>	<b>70,757,636</b>	<b>13,637,129</b>	<b>83,044,174</b>	<b>136,428,259</b>	<b>53,384,085</b>	<b>82,870,430</b>	<b>(53,557,829)</b>

## Courthouse Construction Fund (8300B)

### Budget Unit Description

Funds the construction, rehabilitation, leasing and financing of courtrooms

### Services Provided

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 the purposes of construction, rehabilitation, lease, and financing of courtrooms. A penalty of \$1.00 for every \$10.00 in fines collected is also added to the Fund.

In Addition, this Fund is used to provide debt service for the Court's relocation project and Court's prorated share of debt service for the Youth Services Center.

### Program Results

This fund currently only being used for debt service payment.

### Courthouse Construction Fund (8300B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	5,043,927	2,420,824	2,312,749	1,984,320	(328,429)	1,704,311	(280,009)
Total Sources	5,043,927	2,420,824	2,312,749	1,984,320	(328,429)	1,704,311	(280,009)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in court fines, interest earnings; as well as, a declining fund balance due to current debt service on court facilities exceeding revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(328,429)	(328,429)	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in court fines, interest earnings; as well as, a declining fund balance due to current debt service on court facilities exceeding revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(280,009)	(280,009)	0	0

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	228						
Use of Money and Property	27,609	11,347	12,000	4,500	(7,500)	4,500	
Charges for Services	1,503,420	1,199,699	1,200,000	1,050,000	(150,000)	1,050,000	
Miscellaneous Revenue	(4,935)	22,107					
<b>Total Revenue</b>	<b>1,526,321</b>	<b>1,233,152</b>	<b>1,212,000</b>	<b>1,054,500</b>	<b>(157,500)</b>	<b>1,054,500</b>	
Fund Balance	3,517,606	1,187,672	1,100,749	929,820	(170,929)	649,811	(280,009)
<b>TOTAL SOURCES</b>	<b>5,043,927</b>	<b>2,420,824</b>	<b>2,312,749</b>	<b>1,984,320</b>	<b>(328,429)</b>	<b>1,704,311</b>	<b>(280,009)</b>
<b>REQUIREMENTS</b>							
Other Charges	927,228	861,662	861,810	872,171	10,361	872,354	183
Other Financing Uses	2,929,027	458,413	465,188	462,338	(2,850)	459,726	(2,612)
<b>Net Appropriations</b>	<b>3,856,255</b>	<b>1,320,075</b>	<b>1,326,998</b>	<b>1,334,509</b>	<b>7,511</b>	<b>1,332,080</b>	<b>(2,429)</b>
Non-General Fund Reserves	1,187,672	1,100,749	985,751	649,811	(335,940)	372,231	(277,580)
<b>TOTAL REQUIREMENTS</b>	<b>5,043,927</b>	<b>2,420,824</b>	<b>2,312,749</b>	<b>1,984,320</b>	<b>(328,429)</b>	<b>1,704,311</b>	<b>(280,009)</b>

## Criminal Justice Construction Fund (8400B)

### Budget Unit Description

Funds the construction, rehabilitation, leasing and financing of criminal justice facilities

### Services Provided

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 Construction Fund for purposes of construction, reconstruction, expansion, improvement, operation, or maintenance of criminal justice facilities. A penalty of \$1.50 for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 collected pursuant to Government Code 76004.

### Program Results

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.

### Criminal Justice Construction Fund (8400B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	2,612,810	2,735,599	2,854,599	2,690,875	(163,724)	2,652,375	(38,500)
Total Sources	2,612,810	2,735,599	2,854,599	2,690,875	(163,724)	2,652,375	(38,500)

### FY 2013-14 Program Funding Adjustments

There following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in court fines, interest earnings; as well as, a declining fund balance due to current debt service on court facilities exceeding revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(163,724)	(163,724)	0	0

### FY 2014-15 Program Funding Adjustments

The following are no significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect a decrease in court fines, interest earnings; as well as, a declining fund balance due to current debt service on court facilities exceeding revenues.

Total Requirements	Total Sources	Net County Cost	Positions
(38,500)	(38,500)	0	0

Criminal Justice Construction Fund (8400B)  
 Criminal Justice Temporary Construction Fund  
 FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	19,217	19,579	19,000	11,500	(7,500)	11,500	
Charges for Services	1,503,632	1,199,847	1,200,000	1,050,000	(150,000)	1,050,000	
Miscellaneous Revenue		3,362					
<b>Total Revenue</b>	1,522,848	1,222,789	1,219,000	1,061,500	(157,500)	1,061,500	
Fund Balance	1,089,962	1,512,811	1,635,599	1,629,375	(6,224)	1,590,875	(38,500)
<b>TOTAL SOURCES</b>	2,612,810	2,735,599	2,854,599	2,690,875	(163,724)	2,652,375	(38,500)
<b>REQUIREMENTS</b>							
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
<b>Net Appropriations</b>	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
Non-General Fund Reserves	1,512,810	1,635,599	1,754,599	1,590,875	(163,724)	1,552,375	(38,500)
<b>TOTAL REQUIREMENTS</b>	2,612,810	2,735,599	2,854,599	2,690,875	(163,724)	2,652,375	(38,500)

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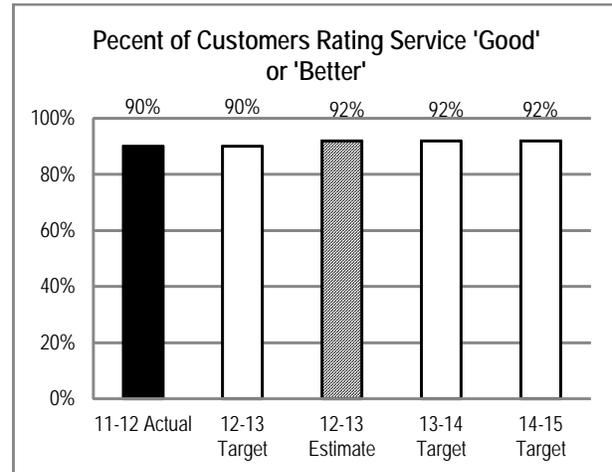
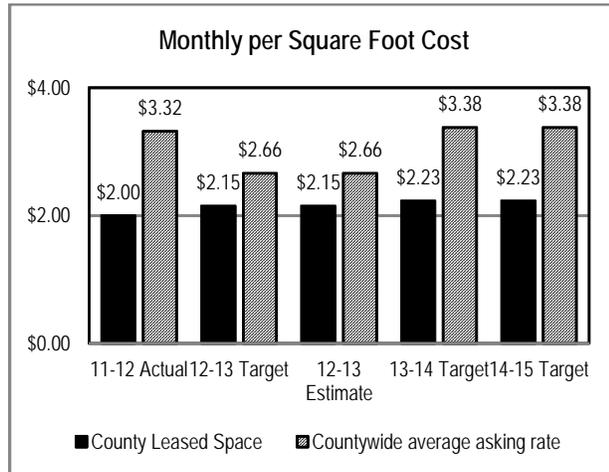
## Department Locator

### County

#### Community Services

#### ▷ Real Property

### Key Performance Measures



## Department Mission Statement

Provide competitive real estate services to County departments.

### Overview

The Real Property program efficiently and effectively researches historical records, negotiates leases as either the landlord or tenant, disposes of surplus real property and purchases property on the County's behalf. The unit collaborates with County, regional, city and state agencies to find cost effective, well-considered strategies for providing services of health care, human services, transportation, outdoor activities and infrastructure maintenance. Real Property works closely with other County departments to define leased facility needs, identify appropriate alternatives, negotiate leases on competitive terms and administer those agreements throughout the term of lease and protects the County's financial and legal interests. In FY's 2013-15, Real Property will oversee 574,516 square feet of leased space. In addition, Real Property negotiates concessions and permit agreements and facilitates right of way transactions.

### Program Results

Real Property negotiated lease rates have remained well below the countywide asking rates for more than four years now, due in part to continuing strong demand for office space on the Peninsula and in part to the Division's market awareness and diligent negotiation. The result is cost saving, yet high value for departments who lease space for their service and operations.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Monthly square foot costs for:					
- County leased space	\$2.00	\$2.15	\$2.15	\$2.23	\$2.23
- Countywide average asking rate	\$2.66	\$2.66	\$2.66	\$3.38	\$3.38
Percent of customer survey respondents rating services 'good' or 'better'	90%	92%	92%	95%	95%

Real Property Services (1220B)  
General Fund

## FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	351,627	452,880	261,526	249,261	(12,265)	256,460	7,199
Charges for Services	12,068	48,956	20,000	20,000		20,000	
Interfund Revenue	2,762,269	3,042,751	3,342,881	2,397,757	(945,124)	2,304,132	(93,625)
Miscellaneous Revenue	276						
<b>Total Revenue</b>	<b>3,126,240</b>	<b>3,544,586</b>	<b>3,624,407</b>	<b>2,667,018</b>	<b>(957,389)</b>	<b>2,580,592</b>	<b>(86,426)</b>
Fund Balance	94,092	355,472	841,481	581,248	(260,233)	581,248	
<b>TOTAL SOURCES</b>	<b>3,220,332</b>	<b>3,900,058</b>	<b>4,465,888</b>	<b>3,248,266</b>	<b>(1,217,622)</b>	<b>3,161,840</b>	<b>(86,426)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	598,153	567,288	617,415	608,462	(8,953)	611,220	2,758
Services and Supplies	54,717	53,511	206,683	202,359	(4,324)	199,601	(2,758)
Other Charges	14,160,172	14,218,409	15,133,784	14,171,636	(962,148)	15,134,286	962,650
<b>Gross Appropriations</b>	<b>14,813,043</b>	<b>14,839,208</b>	<b>15,957,882</b>	<b>14,982,457</b>	<b>(975,425)</b>	<b>15,945,107</b>	<b>962,650</b>
Intrafund Transfers	(11,948,182)	(11,780,630)	(11,610,781)	(11,852,978)	(242,197)	(12,902,054)	(1,049,076)
<b>Net Appropriations</b>	<b>2,864,860</b>	<b>3,058,578</b>	<b>4,347,101</b>	<b>3,129,479</b>	<b>(1,217,622)</b>	<b>3,043,053</b>	<b>(86,426)</b>
Contingencies/Dept Reserves	355,472	841,481	118,787	118,787		118,787	
<b>TOTAL REQUIREMENTS</b>	<b>3,220,332</b>	<b>3,900,058</b>	<b>4,465,888</b>	<b>3,248,266</b>	<b>(1,217,622)</b>	<b>3,161,840</b>	<b>(86,426)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4.0	4.0	4.0	4.0		4.0	
Funded FTE	4.0	4.0	4.0	4.0		4.0	

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$1,217,622 or 27% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a net decrease of \$12,265 in this funding source due to proposed reduction in rent revenue for Housing Authority workspaces. This decrease was partially offset by a decrease in Other Charges due to a reduction in expected rent.

#### Interfund Revenue

There is a net decrease of \$945,124 in this funding source due to the closure of Burlingame Long Term Care. This decrease was partially offset by a decrease in Other Charges due to a reduction in expected rent.

#### Fund Balance

There is a net decrease of \$260,233 in this funding source due to payment of Operating Expense refunds from prior years at two leased facilities. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$1,217,622 or 27% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a decrease of \$8,953 in this expenditure category due to slight reduction in benefits costs.

#### Services and Supplies

There is a net decrease of \$4,324 in this expenditure category due to a decrease to Admin and Accounting charges; the balance of the changes are adjustments to meet budget targets.

#### Other Charges

There is a net decrease of \$962,148 in this expenditure category due to the closure of Burlingame Long Term Care and other reductions in space requirements for County departments. This decrease was partially offset by corresponding decreases to rent revenue; the balance of the changes are adjustments to meet budget targets.

#### Intrafund Transfers

There is a net increase of \$242,197 in this expenditure category due to anticipated rent increase. This increase was partially offset by rent revenue; the balance of the changes are adjustments to meet budget targets.

#### Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$56,198.

### NET COUNTY COST

Real Property is a Zero Net County Cost department.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$86,426 or 2% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Use of Money and Property

There is a net increase of \$7,199 in this funding source due to scheduled rent increases. This increase was partially offset by an increase in Other Charges due to scheduled rent increases.

#### Interfund Revenue

There is a net decrease of \$93,625 in this funding source due to consolidation of clinics to the South County Health facility. This decrease was partially offset by a decrease in Other Charges, where rent charges are budgeted.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$86,426 or 2% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is an increase of \$2,758 in this expenditure category due to expected benefits cost increases.

#### Services and Supplies

There is a decrease of \$2,758 in this expenditure category to meet budget targets.

#### Other Charges

There is a net increase of \$962,846 in this expenditure category due to scheduled rent increases; the balance of the changes are adjustments to meet budget targets.

#### Intrafund Transfers

There is a net increase of \$1,049,076 in this expenditure category due to scheduled rent and operating expense increases for leased facilities. This increase was partially offset by Other Charges, where leased facility rent is budgeted.

#### Contingencies/Departmental Reserves

The balance in General Fund Reserves represents 3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$57,925.

### NET COUNTY COST

Real Property is a Zero Net County Cost department.

### Real Property Services (1220B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	4.0	4.0	4.0	4.0		4.0	
Funded FTE	4.0	4.0	4.0	4.0		4.0	
<b>Total Requirements</b>	3,220,332	3,900,058	4,465,888	3,248,266	(1,217,622)	3,161,840	(86,426)
<b>Total Sources</b>	3,220,332	3,900,058	4,465,888	3,248,266	(1,217,622)	3,161,840	(86,426)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. While rent revenues have been reduced due the sale of the Burlingame Long Term Care facility, corresponding expenses have also been reduced. These reductions result in no impact to service.

Total Requirements	Total Sources	Net County Cost	Positions
(1,217,622)	(1,217,622)	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

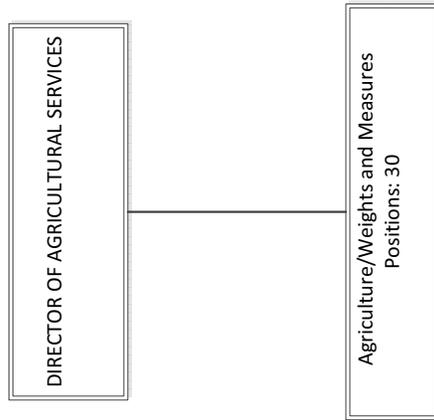
### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. Rent revenues, offset by reduction in rent expenses are expected from the South County Health Clinic consolidation.

Total Requirements	Total Sources	Net County Cost	Positions
(86,426)	(86,426)	0	0

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**AGRICULTURAL COMMISSIONER/SEALER**



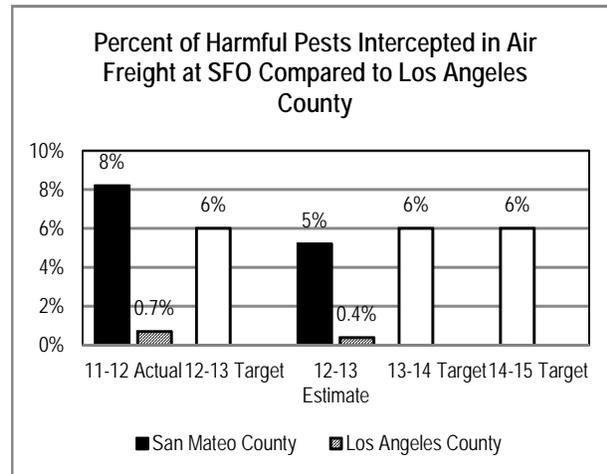
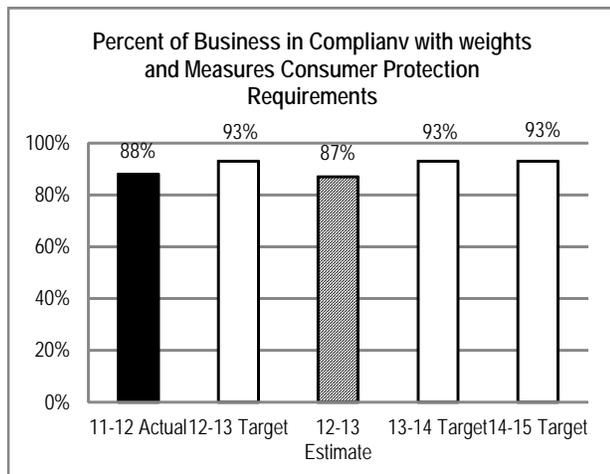
## Department Locator

County

Community Services

▷ **Agricultural Commissioner Sealer**

## Benchmark Measures



## Department Mission Statement

To protect agricultural and environmental resources, ensure the safe use of pesticides, provide consumer protection and ensure equity in the marketplace.

## Overview

The Agriculture Commissioner Sealer has four core areas of service:

- Inspect and ensure agricultural commodities entering the County are free from invasive pests
- Monitor the County for invasive pests through insect pest detection trapping
- Enforce pesticide regulations to ensure pesticides are used in accordance with regulations
- Ensure weights and measures devices such as gas pumps, scanners and scales are correct and accurate.

## Major Accomplishments in FY 2012-13

The Department received a Green Star Award for several technology initiatives to reduce costs and increase efficiency: Paperless Office Project and the Daily Activity Reporting Project

- Pesticide regulatory staff continued outreach concerning the web-based pesticide use reporting
- Field worker safety training provided to 375 field workers
- Development and participation in Supervisor Horsley's Agricultural Workshop
- Completion of draft Agricultural Economic Report

## Changes and Challenges

- The Department intends to maintain current level of service for daily agricultural inspections. State funding reductions that occurred in FY 2012-13 in the High Risk Pest Exclusion program will again be partially offset by an increase in other state revenue. The additional revenue and expenditure reductions balance and will allow the Department to maintain the current level of services.
- To improve efficiency, the department worked with ISD to develop a new web-based daily activity reporting system to be launched in July 2013.

- Success will be measured by tracking performance measures, reviewing Customer Surveys, successful interceptions, exclusion and prevention of the introduction of exotic pests from the County and positive performance evaluation reports from our State oversight agencies, California's Department of Food and Agriculture and Department of Pesticide Regulation.

#### Key Initiatives

- Implementation of new upgraded Device Registration and Point of Sale System database for improved efficiency, facilitate invoice generation, tracking, accounting and documentation of business devices and price scanners.
- Improved efficiencies, record keeping, and elimination of paper maps and records thru the initiation of electronic mapping and recordkeeping in the Pest Detection insect trapping program

#### Program Results

Pest prevention staff inspect agricultural shipments and intercept exotic pests potentially harmful to agriculture, the environment, and the local community. Inspections are performed at SFO, express carriers, wholesale and retail nurseries and detection trap sites. The expansion of pest control business surveillance in suburban and urban areas resulted in more inspections of businesses based outside the County but providing services for residents. This caused a reduction of the previous compliance rate to 89%. The State Unclaimed Gas Tax (UGT) is an annual subvention based on County expenditures to support agricultural regulatory programs. The UGT has a Maintenance of Effort (MOE) requirement that General Fund expenditures remain at or above the previous five year average. The High Risk Pest Exclusion State agreement requires a MOE of agricultural programs General Fund expenditures remaining at or above the FY 1997-98 levels. The County and department have successfully met these MOE. All these programs are mandated by State law. The Program will maintain its current performance levels in FY 2013-14 and 2014-15.

Weights and Measures staff inspect businesses to ensure weighing and measuring devices and price scanner systems are accurate and in compliance with State regulations. Department staff inspect new water meters prior to installation. Recent inspections uncovered substantial non-compliances that lowered the overall business compliance rate. Other devices maintained an over 90% compliance rate. The department is working with the State and other counties to address water meter non-compliances. Once this is resolved, it is anticipated the overall device compliance rate will return to 90% or more. High compliance rates elevate consumer confidence in County businesses. In FY 2011-12, 41 consumer complaints were investigated and resolved by Weights and Measures staff.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	91%	98%	89%	92%	94%
Percent of exotic insect quality control specimens recovered by Pest Detection staff	75%	94%	94%	95%	95%
Average inspection time per weights and measures device vs. other county Weights and Measures programs.					
- San Mateo County	0.25/hr	0.20/hr	0.20/hr	0.20/hr	0.20/hr
- All other Counties	0.38/hr	---	---	---	---

### Agricultural Commissioner/Sealer (1260B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	30.0	30.0	30.0	30.0		30.0	
Funded FTE	29.0	28.9	28.9	28.8	(0.1)	28.8	
<b>Total Requirements</b>	4,794,412	4,649,278	4,796,513	4,839,852	43,339	4,888,238	48,386
<b>Total Sources</b>	3,654,003	3,723,199	3,555,985	3,477,603	(78,382)	3,477,603	
<b>Net County Cost</b>	1,140,409	926,079	1,240,528	1,362,249	121,721	1,410,635	48,386

### FY 2013-14 Budget Overview

#### TOTAL SOURCES

Total Sources decreased by \$78,382 or 2% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Fines, Fees and Forfeitures

There is a net increase of \$17,000 in this funding source due to increases in Weights and Measures Device and Point of Sale/Price Scanner registration fees based on current year actuals

Intergovernmental Revenues

There is a net decrease of \$5,161 in this funding source due to changes in various annual state agreements and subventions including \$30,953 in funding reductions for several pest prevention agreements and in pesticide use reporting. The High Risk Pest Exclusion agreement funding was reduced \$119,727 and the Pest Detection agreement was reduced \$1,950 during the current year. This decrease is partially offset by an increase of \$147,469 in the Unclaimed Gas Tax and Pesticide Mill Fee subventions and in the fruit and vegetable quality control inspection agreement

Fund Balance

There is a net decrease of \$90,221 in this funding source due to a reduction of \$98,042 in FY 2012-13 projected year end actuals for revenue surplus and budget expenditure savings, the elimination of Fund Balance used for one-time projects and purchases in FY 2012-13 and policy changes concerning Fund Balance calculations.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$43,339 or 1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$60,258 in this expenditure category due to the inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net increase of \$60,015 in this expenditure category due to an increase of \$87,865 in contractual expenditures for the Agricultural Ombudsman, "As Fresh As It Gets" and \$6,035 in operating expenses. This increase was partially offset by \$33,885 in decreases in operating expenses and elimination of one-time expenditures.

Other Charges

There is a net decrease of \$76,934 in this expenditure category due reductions of \$93,537 to reflect service department charges and adjustments to meet budget targets. This decrease is partially offset by an increase of \$16,639 largely related to motor vehicle operating expenses.

**NET COUNTY COST**

There is an increase of \$121,721 or 1% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

**TOTAL SOURCES**

The is no change in Total Sources from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$48,486 or 1% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$54,762 in this expenditure category due to the inclusion of merit increases and increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net decrease of \$619 in this expenditure category due to changes in laboratory supplies operation costs reduced to meet budget targets.

Other Charges

There is a net decrease of \$5,757 in this expenditure category due to reductions of \$36,078 in information services and vehicle operation charges. This decrease was partially offset by a \$30,321 increase in vehicle replacement costs and other internal service charges.

**NET COUNTY COST**

There is an increase of \$48,386 or 1% in this Department's General Fund allocation.

**FY 2013-14 Program Funding Adjustments**

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; weights and measure registration fee increases based on current actuals, intergovernmental revenue adjustments, addition of one time weights and measures equipment upgrade and reduction in one time operating expenses.

Total Requirements	Total Sources	Net County Cost	Positions
(\$56,661)	(\$78,382)	\$21,721	0

**2. Agricultural Industry Services**

Budget adjustments have been made to Net County Cost General Funds for the establishment of an Agricultural Ombudsman contract position and for the restoration of funding for the "As Fresh As It Gets" local agricultural marketing and education program.

Total Requirements	Total Sources	Net County Cost	Positions
\$100,000	\$0	\$100,000	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
\$43,339	(\$78,832)	\$121,721	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and adjustments to operating expenses.

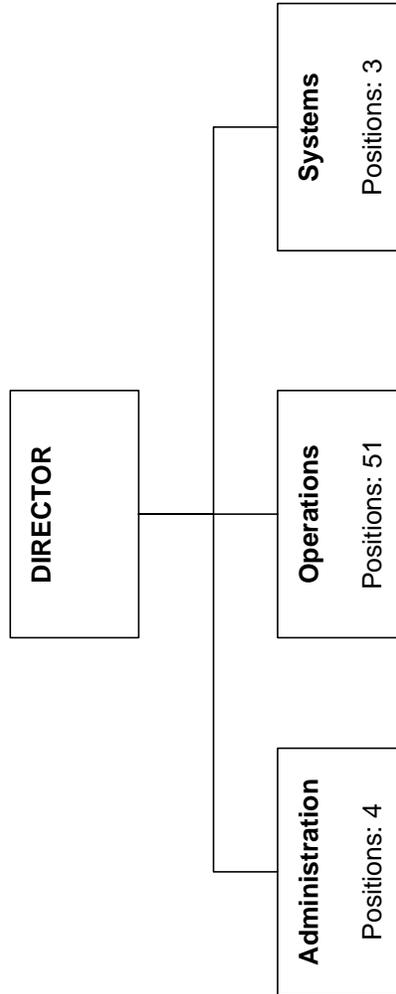
Total Requirements	Total Sources	Net County Cost	Positions
\$48,386	0	\$43,386	0

## Agricultural Commissioner/Sealer (1260B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	560,398	622,073	616,391	633,391	17,000	633,391	
Fines, Forfeitures and Penalties	12,038	24,784					
Intergovernmental Revenues	2,422,653	2,431,513	2,255,515	2,250,354	(5,161)	2,250,354	
Charges for Services	158,267	165,823	182,200	182,200		182,200	
Miscellaneous Revenue	3,858	9,211	100	100		100	
<b>Total Revenue</b>	<b>3,157,213</b>	<b>3,253,404</b>	<b>3,054,206</b>	<b>3,066,045</b>	<b>11,839</b>	<b>3,066,045</b>	
Fund Balance	496,790	469,795	501,779	411,558	(90,221)	411,558	
<b>TOTAL SOURCES</b>	<b>3,654,003</b>	<b>3,723,199</b>	<b>3,555,985</b>	<b>3,477,603</b>	<b>(78,382)</b>	<b>3,477,603</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,628,499	3,658,877	3,722,706	3,782,964	60,258	3,837,726	54,762
Services and Supplies	231,465	139,192	197,627	257,642	60,015	257,023	(619)
Other Charges	667,735	570,673	615,644	538,710	(76,934)	532,953	(5,757)
Fixed Assets	6,178						
<b>Net Appropriations</b>	<b>4,533,876</b>	<b>4,368,742</b>	<b>4,535,977</b>	<b>4,579,316</b>	<b>43,339</b>	<b>4,627,702</b>	<b>48,386</b>
Contingencies/Dept Reserves	260,536	280,536	260,536	260,536		260,536	
<b>TOTAL REQUIREMENTS</b>	<b>4,794,412</b>	<b>4,649,278</b>	<b>4,796,513</b>	<b>4,839,852</b>	<b>43,339</b>	<b>4,888,238</b>	<b>48,386</b>
<b>NET COUNTY COST</b>	<b>1,140,409</b>	<b>926,079</b>	<b>1,240,528</b>	<b>1,362,249</b>	<b>121,721</b>	<b>1,410,635</b>	<b>48,386</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	30.0	30.0	30.0	30.0		30.0	
Funded FTE	29.0	28.9	28.9	28.8	(0.1)	28.8	

**OFFICE OF PUBLIC SAFETY  
COMMUNICATIONS**



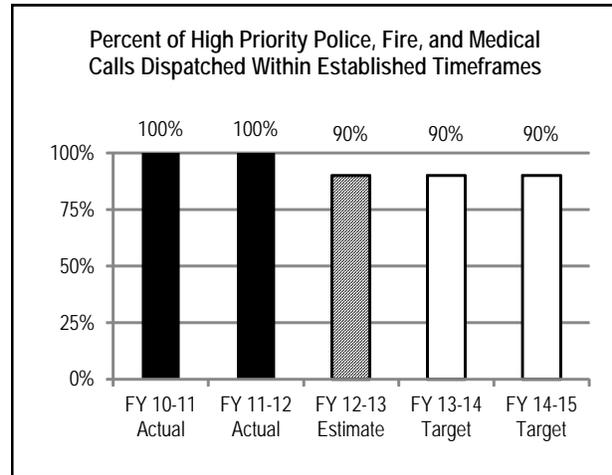
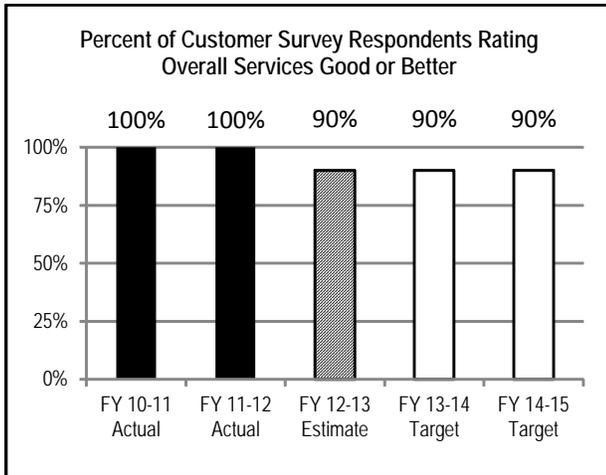
## Department Locator

County

Community Services

▷ Office of Public Safety Communications

## Key Performance Measures



## Department Mission Statement

The Office of Public Safety Communications (PSC) is dedicated to providing excellent police, fire, and medical emergency dispatch services. PSC does this by forming collaborative partnerships, ensuring quality and upholding the values of the organization. As the initial responder, PSC acts quickly and decisively in order to achieve safety and quality of life for those we serve.

## Overview

Public Safety Communications provides the public with (911) emergency and non-emergency public safety answering / call-taking services using a nationally recognized law and medical call taking protocol and has three divisions.

The Operations division serves Fire, Law Enforcement and Emergency Medical responders with communications/dispatch services where 911 Dispatchers obtain information needed for field responders. They assess and dispatch the appropriate type and number of resources required and track all activities of responders via various deployment plans for each branch.

The Department's Administration provides management and oversight by performing duties such as: Custodian of Records, Quality Compliance, Training Program Management, Scheduling, Budget and Performance development and Personnel/Professional Standards.

The Systems division provides a variety of services including Information Management; Hardware and Software planning, integration, testing, implementation and maintenance (Computer Aided Dispatch (CAD), Mobile Data Systems, Fire Station Alerting, 911 Phone Systems, PC's etc.) for PSC and public safety partners.

## Major Accomplishments in FY 2012-13

In FY 2012-13, PSC achieved many successful goals, mostly in the area of technology integration and innovation and planning for the future. A long-time key initiative was accomplished this fiscal year by completing the selection and procurement processes for a web-based scheduling system. This system allows department staff to easily access their

schedules, request time off and assign backfill of shifts to eligible staff. Supervisory staff continuously updates the automated system in half the time it took under the paper driven manual system which also resulted in inefficiencies and errors.

The Department modified the organizational structure to accommodate succession and place people in positions to accomplish high priority goals and tasks. An Assistant Director was added as a work-out-of-class position in order to determine effectiveness and need, as the Director transitions workload to facilitate pre-plans for a new facility. In addition, the Operations Division merged duties creating a combined Fire/EMS Program Services Manager, freeing up a management position that was re-assigned to personnel services to oversee working conditions and processes in the Communications Center and supervises all four shift supervisors assigned to the Communications Center. Other reassignments place priority on Quality Assurance processes and feedback and social media and web-master duties.

In collaboration with the Communications Unit of the County Manager's Office, PSC now has a presence on Facebook and Twitter. The department's objective is to be a resource for our customer agencies and assist them in getting the word out about high profile cases where agencies seek the public's help in resolution. We also seek to use the media as a platform to share information about emergency dispatch services and department activities.

### **Key Initiatives FY 2013-14 and FY 2014-15**

Objectives for the upcoming two years are many. In an effort to continuously look for ways to serve our public safety partners, the department's Systems Supervisor developed an application or "app" that loads the CAD system onto an i-device. This innovation sparked development of a new laptop replacement program in the Fire Service, which will save up to \$8,000 per mobile device in each first response vehicle. We anticipate sharing this success with AMR and our law enforcement partners so they can evaluate effectiveness and cost savings for their agencies.

By the end of 2013, the County and the City of Daly City should have completed processes to determine whether consolidating law enforcement communications is a benefit to both agencies. Should the County decide to move forward, full integration of the Daly City dispatch operation should be completed by the end of the fiscal year.

Additionally, PSC space plans continue, as such, the Director has worked closely with an architectural firm that developed a comprehensive space plan for the proposed new facility. This plan is the first step in refining requirements and sets the stage for the next steps to include a detailed schematic of the proposed facility. In the meantime, research and development of industry standards, best practices, and experiences from new dispatch centers will be conducted. During this period, a Request for Information (RFI) will be completed and distributed for the advent of starting our research for a CAD replacement.

In FY 2012-13 seven full-time employees separated from the Department. Although two of seven remained as Extra-Help Dispatchers, the dramatic decrease in staffing in such a short time has placed high demands on existing staff to backfill required positions. This has severely impacted PSC's ability to accomplish department initiatives. The recruitment, selection, training and qualification process for new hires is close to one year, and relief for the staffing deficit won't be realized until early 2014. The Department is preparing for continuous recruitment, and is researching for ways to minimize down staffing in the future.

In FY 2014-15, PSC targets accreditation in applying law enforcement protocols. This will be PSC's second large step in the three step process of achieving tri-service accreditation in internationally accepted call-taking standards. PSC anticipate constant staffing in the Dispatch Center, which will allow staff to fully focus on this goal and progress towards satisfying all requirements to apply for this status. PSC also anticipates being fully involved in the construction phase of the new facility and development of a comprehensive project plan for the CAD replacement. Two other major projects include implementing the fire protocol system and partnering with the Department of Justice to integrate real time crime analytic software into the Dispatch Center.

## Program Results

Public Safety Communications continues to meet or exceed performance in Emergency Medical Dispatch protocol application. Quality Assurance measures are in place for the over 48,000 emergency medical calls dispatched every year. In 2012, PSC processed 49,815 requests for an ambulance, of which 2,446 or 5% of the calls received instructions via the 9-1-1 Dispatcher on how to provide medical attention in life threatening situations such as respiratory and cardiac arrest, airway obstruction and child birth. Accurately obtaining patient location and medical signs and symptoms are critical for positive patient outcomes. Since 2007, the Center has continually exceeded the compliance standard set by the National Academy of Emergency Dispatch.

While PSC continues to measure our performance on the delivery of medical protocols, staff strives to reach acceptable percentages in complying with the national standards in law enforcement call taking. PSC's goal is to be a Center of Excellence in Police Protocols by the end of FY 2014-15. In FY 2013-14 Public Safety Communications expects to: 1) participate in project planning of a new facility to house the 9-1-1 Dispatch Center and office, OES and office, an Emergency Operations Center, Sheriff's Patrol Division and IS's Data Center; 2) finalize discussions with the City of Daly City on the feasibility of providing contract dispatch services to the Police Department; 3) fully implement an integrated iPad CAD for field responders and complete an interface between CAD and new Fire Station Alerting System; 4) develop a process to determine scope and cost of a new CAD System; and 5) continue to work on maintaining constant staffing in the 9-1-1 Dispatch Center. In FY 2014-15, we plan to: 1) apply for accreditation in law enforcement protocols application, 2) launch the process for CAD replacement, 3) be fully involved in the construction phase of the new facility, 4) initiate project planning for the fire protocol system and 5) partner with the Department of Justice to integrate real time crime analytic software into the Dispatch Center.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percentage of police calls where basic call information is accurately obtained within established time frames as compared to the national standard	---	80%	80%	83%	85%
Percentage of police calls where accurately obtaining critical public safety information prior to dispatch of the call is achieved as compared to the national standard	---	80%	80%	83%	85%
Percentage of calls where determining the illness/injury and providing patient care instructions are accurate as compared to the national standards	---	95%	95%	97%	98%

Public Safety Communications (1240B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	1,960,464	2,251,034	2,169,775	2,662,015	492,240	2,662,015	
Charges for Services	4,119,638	4,305,324	4,391,433	4,642,162	250,729	4,812,120	169,958
Interfund Revenue	10,151	7,951	10,607	9,239	(1,368)	9,239	
Miscellaneous Revenue	118,971	126,169	106,000	85,000	(21,000)	85,000	
<b>Total Revenue</b>	<b>6,209,223</b>	<b>6,690,479</b>	<b>6,677,815</b>	<b>7,398,416</b>	<b>720,601</b>	<b>7,568,374</b>	<b>169,958</b>
Fund Balance	834,756	737,099	181,224		(181,224)		
<b>TOTAL SOURCES</b>	<b>7,043,979</b>	<b>7,427,578</b>	<b>6,859,039</b>	<b>7,398,416</b>	<b>539,377</b>	<b>7,568,374</b>	<b>169,958</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	8,393,795	9,013,496	8,193,699	9,263,362	1,069,663	9,124,703	(138,659)
Services and Supplies	496,461	349,700	538,873	620,930	82,057	596,835	(24,095)
Other Charges	479,513	478,254	425,160	527,407	102,247	552,405	24,998
Fixed Assets	527,538					108,000	108,000
<b>Gross Appropriations</b>	<b>9,897,306</b>	<b>9,841,450</b>	<b>9,157,732</b>	<b>10,411,699</b>	<b>1,253,967</b>	<b>10,381,943</b>	<b>(29,756)</b>
Intrafund Transfers	(134,149)	(132,341)	(246,659)	(366,288)	(119,629)	(315,988)	50,300
<b>Net Appropriations</b>	<b>9,763,157</b>	<b>9,709,109</b>	<b>8,911,073</b>	<b>10,045,411</b>	<b>1,134,338</b>	<b>10,065,955</b>	<b>20,544</b>
Contingencies/Dept Reserves	650,610	149,126	380,484		(380,484)	221,258	221,258
<b>TOTAL REQUIREMENTS</b>	<b>10,413,767</b>	<b>9,858,235</b>	<b>9,291,557</b>	<b>10,045,411</b>	<b>753,854</b>	<b>10,287,213</b>	<b>241,802</b>
<b>NET COUNTY COST</b>	<b>3,369,788</b>	<b>2,430,657</b>	<b>2,432,518</b>	<b>2,646,995</b>	<b>214,477</b>	<b>2,718,839</b>	<b>71,844</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	54.0	54.0	54.0	58.0	4.0	58.0	
Funded FTE	54.0	54.0	54.0	58.0	4.0	58.0	

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$539,377 or 8% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is an increase of \$492,240 in this funding source due to an increase to PSC's Prop 172 Revenue Allocation. This increase was offset by a corresponding increase in Salary and Benefits due to the addition of four Communications Dispatcher III positions

#### Charges for Services

There is a net increase of \$250,729 in this funding source due to \$257,502 of contractual increases on Agreements with Dispatch Services customers, partially offset by a decrease of \$6,773 from the elimination of one-time revenue for other services.

#### Interfund Revenue

There is a decrease of \$1,368 in this funding source due to reduced volume of pager services to internal Non-General Fund clients. This decrease was partially offset by a related decrease in pager costs.

#### Miscellaneous Revenue

There is a net decrease of \$21,000 in this funding source due to reduced volume of pager services to external clients and the elimination of one-time Project Cost Reimbursement. This decrease was partially offset by a related decrease in pager costs.

#### Fund Balance

There is a decrease of \$181,224 in this funding source due to the elimination of FY 2012-13 one-time projects and purchases.

### TOTAL REQUIREMENTS

Total Requirements increased by \$753,854 or 8% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,069,663 in this expenditure category due to the addition of four Communications Dispatcher III positions (fully funded with Prop 172 Revenue) and increasing the appropriation for overtime to a level consistent with prior years' trends, in addition to increases in retirement contributions and health benefit costs.

#### Services and Supplies

There is a net increase of \$82,057 in this expenditure category primarily due to adding \$100,000 to Other Professional Contract Services for Operations Center: training, labor negotiations, and other improvement initiatives. Appropriation was also added for UPS Emergency Power Systems Battery Replacement scheduled for July – December 2013. The increases were partially offset by a reduction to the appropriation for pager expense consistent with the reduced volume of pager services to external clients. The balance of the changes is from miscellaneous adjustments made to meet budget targets.

#### Other Charges

There is a net increase of \$102,247 in this expenditure category due to increases in telephone, automation, and facilities costs.

Intrafund Transfers

There is a net increase of \$119,629 in this expenditure category due to increased reimbursements of \$19,629 from internal Dispatch Services clients, adjusted based on calendar year 2012 call volume; and adding a \$100,000 IFT from Non-Departmental to fund Operations Center training, labor negotiations, and other improvement initiatives.

Contingencies / Departmental Reserves

There is a decrease of \$380,484 in this expenditure category due to the use of reserves to cover salary and benefits costs associated with the utilization of overtime to cover vacancies and staffing shortages. The balance in General Fund Reserves represents 0% of Net Appropriations, which does not meet the County 2% Reserves policy by \$200,908.

**NET COUNTY COST**

There is an increase of \$214,477 or 9% in this Department's General Fund allocation.

**FY 2014-15 Budget Overview****TOTAL SOURCES**

Total Sources increased by \$169,958 or 2% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes:

Charges for Services

There is an increase of \$169,958 in this funding source due to contractual increases on agreements with Dispatch Services customers.

**TOTAL REQUIREMENTS**

Total Requirements increased by \$241,802 or 2% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$138,659 in this expenditure category due to an anticipated reduction in overtime costs. This decrease was partially offset by merit increases and increased retirement contributions and health benefit costs.

Services and Supplies

There is a net decrease of \$24,095 in this expenditure category due to a \$50,000 reduction in the appropriation for Other Professional Contract Services for Operations Center: training, labor negotiations, and other improvement initiatives. The decrease was partially offset by adjustments made for computer purchases, increases in software licenses and maintenance costs, and staff training and related travel expense.

Other Charges

There is a net increase of \$24,998 in this expenditure category due to an expected one-time charge of \$25,000 in General Liability Insurance related to the settlement of a hiring dispute. Adjustments to automation and facilities costs offset each other for a net decrease of \$2.

Fixed Assets

There is a net increase of \$108,000 due to the addition of one time purchases of a Network Switch, a Virtual Environment to replace two Servers, and an upgrade to the 9-1-1 Telephone System all of which are needed to update aging PSC Operations Center systems.

Intrafund Transfers

There is a decrease of \$50,300 in this expenditure category due to a \$50,000 reduction in the IFT from Non-Departmental consistent with the reduction made to Other Professional Contract Services, and the elimination of a one-time Alarm Monitoring charge to the Sheriff's Office included in FY 2013-14.

Contingencies / Departmental Reserves

There is an increase of \$221,258 in this expenditure category due to the appropriation of anticipated savings from the reduction of overtime costs. The balance in General Fund Reserves represents 2.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$19,939.

**NET COUNTY COST**

There is an increase of \$71,844 or 3% in this Department's General Fund allocation.

### Public Safety Communications (1240B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	54.0	54.0	54.0	58.0	4.0	58.0	
Funded FTE	54.0	54.0	54.0	58.0	4.0	58.0	
<b>Total Requirements</b>	10,413,767	9,858,235	9,291,557	10,045,411	753,854	10,287,213	241,802
<b>Total Sources</b>	7,043,979	7,427,578	6,859,039	7,398,416	539,377	7,568,374	169,958
<b>Net County Cost</b>	3,369,788	2,430,657	2,432,518	2,646,995	214,477	2,718,839	71,844

**FY 2013-14 Program Funding Adjustments**

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; Revenue has been adjusted for contractual increases per dispatching services agreements, and a reduction was made to reflect a decrease in pager billings with a corresponding reduction made in pager expense; Fund Balance has been decreased to reflect the elimination of one-time costs associated with FY 2012-13 new hire training and Work Out of Class assignments; Services and Supplies have been reduced to reflect a decrease in pager expense (corresponding to the reduction made in pager billing revenue); Other Charges have been increased to reflect increases in ISD and facilities costs; Departmental Reserves has been eliminated as reserves were used in FY 2012-13 to cover the costs of salary and benefits associated with the utilization of overtime to cover staffing shortages.

Total Requirements	Total Sources	Net County Cost	Positions
261,614	47,137	214,477	0

## 2. Addition of Four communications Dispatcher III Positions:

Budget adjustments have been made to salaries and benefits to reflect the addition of four Communication Dispatcher III (lead) positions, and to reflect a corresponding increase in the Prop 172 revenue allocation. The addition of these positions will improve the operations of the Dispatch Center by providing 24/7 supervision, and more appropriate staffing levels will lead to a reduction in overtime.

Total Requirements	Total Sources	Net County Cost	Positions
492,240	492,240	0	4

## 3. Operations Center Improvement Initiatives:

Services and Supplies has been increased for professional services contracts related to Operations Center training and other improvement initiatives. The costs are offset by a reimbursement from the Non-Departmental Budget. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0
(100,000)	0	(100,000)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
753,854	539,377	214,477	4

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; Revenue has been adjusted for contractual increases per dispatching services agreements; Salaries and Benefits has been reduced to reflect the anticipated reduction in overtime costs resulting from the addition of four positions in FY 2013-14 and the completion of the training of related staff; Services and Supplies has been increased to reflect estimated increases in software licenses and maintenance costs; Other Charges have been increased to reflect an expected one-time charge in General Liability Insurance; Department Reserves has been increased to appropriate the balance of anticipated savings from the reduction of overtime costs.

Total Requirements	Total Sources	Net County Cost	Positions
133,802	169,958	(36,156)	0

## 2. Technology Upgrades to the PSC Operations Center:

A budget adjustment has been made for technology upgrades required to replace aging systems in the PSC Operations Center. Appropriated funds will be used for an upgrade of the 9-1-1 Telephone System, the replacement of a Network Switch, and the replacement of two servers with a Virtual Environment. Increased dispatch services revenue will be used to offset these costs.

Total Requirements	Total Sources	Net County Cost	Positions
108,000	0	108,000	0

## 3. Operations Center Improvement Initiatives:

Services and Supplies has been decreased for professional services contracts related to Operations Center training and other improvement initiatives. A corresponding reduction has been made to the offsetting reimbursement from the Non-Departmental Budget. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
(50,000)	0	(50,000)	0
50,000	0	50,000	0

### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
241,802	169,958	71,844	0

## Structural Fire (3550B)

### Budget Unit Locator

County

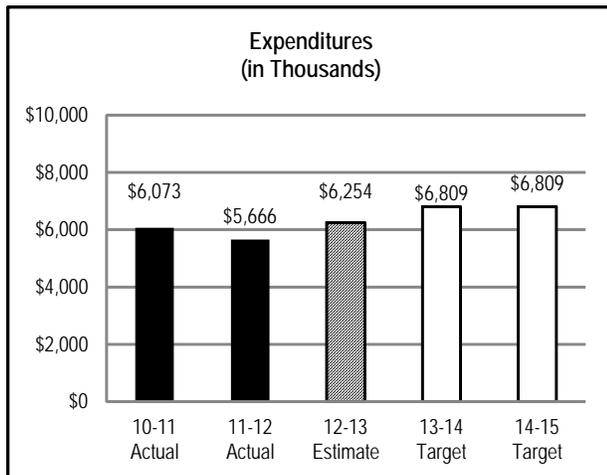
Community Services

▷ **Structural Fire**

### 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 unincorporated parcels in the County Fire Protection District, which includes all land outside city and other fire district boundaries.

Property tax revenues for the Fire Protection Services tax rate area have not kept pace with other tax rate areas due to the high degree of unsecured taxes in the tax rate area. The unsecured tax roll only comprises approximately 6% of the County's combined tax roll; however, it makes up approximately 50% of Fire's tax rate area. Since FY 2002-03, the County's secured tax roll has grown 49.6% while the unsecured roll has dropped 20.9%. The disproportionate share of unsecured taxes in Fire's tax rate area has resulted in negative property tax growth of 16.3% over this time frame.



### Structural Fire (3550B)

#### Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	6,265,815	7,245,959	7,642,170	8,196,603	554,433	8,293,548	96,945
Total Sources	6,265,815	7,245,959	7,642,170	8,196,603	554,433	8,293,548	96,945

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: an increase to the CalFire contract to cover increase personnel costs and miscellaneous adjustments to operating costs. These increases are fully offset by an increase in property tax revenue based on projections.

Total Requirements	Total Sources	Net County Cost	Positions
554,433	554,433	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made as follows: increase in property tax revenue based on projections. It is anticipated that there will be Fund Balance as a result of the increased property tax revenue and, once realized, will be set aside in reserves.

Total Requirements	Total Sources	Net County Cost	Positions
96,945	96,945	0	0

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	4,506,574	4,720,322	4,444,386	4,847,249	402,863	4,944,194	96,945
Use of Money and Property	53,057	41,274	42,000	42,000		42,000	
Intergovernmental Revenues	32,894	33,871	29,691	29,691		29,691	
Charges for Services	279,159	286,854	275,000	290,000	15,000	290,000	
Interfund Revenue	1,050,791	1,869,165					
Miscellaneous Revenue	24,578	102,535	18,683	18,683		18,683	
Other Financing Sources			1,253,000	1,389,570	136,570	1,389,570	
<b>Total Revenue</b>	<b>5,947,053</b>	<b>7,054,020</b>	<b>6,062,760</b>	<b>6,617,193</b>	<b>554,433</b>	<b>6,714,138</b>	<b>96,945</b>
Fund Balance	318,763	191,939	1,579,410	1,579,410		1,579,410	
<b>TOTAL SOURCES</b>	<b>6,265,815</b>	<b>7,245,959</b>	<b>7,642,170</b>	<b>8,196,603</b>	<b>554,433</b>	<b>8,293,548</b>	<b>96,945</b>
<b>REQUIREMENTS</b>							
Services and Supplies	6,073,876	5,666,550	6,254,699	6,809,132	554,433	6,809,132	
<b>Net Appropriations</b>	<b>6,073,876</b>	<b>5,666,550</b>	<b>6,254,699</b>	<b>6,809,132</b>	<b>554,433</b>	<b>6,809,132</b>	
Non-General Fund Reserves	191,939	1,579,410	1,387,471	1,387,471		1,484,416	96,945
<b>TOTAL REQUIREMENTS</b>	<b>6,265,815</b>	<b>7,245,959</b>	<b>7,642,170</b>	<b>8,196,603</b>	<b>554,433</b>	<b>8,293,548</b>	<b>96,945</b>

## Fire Protection Services (3580B)

### Budget Unit Locator

County

Community Services

▷ **Fire Protection Services**

### Budget Unit Description

San Mateo County contracts with the California Department of Forestry and Fire Protection (CalFire) to staff four County owned fire stations in the unincorporated area and oversee three volunteer stations. The four County stations each have one County-owned engine. In addition to fire protection and emergency response, CalFire staff provides fire and life safety reviews of building plans, defensible space reviews, fire protection education, and fire investigation services. All four County Fire stations participate in the countywide mutual aid program which sends the closest engine to any event, regardless of the city in which the event occurred.

Annually, County Fire responds to about 1,450 calls to the four stations staffed by CalFire. The Tower Road and Cordilleras stations each respond to between 400 and 500 calls a year while the Skylonda and Pescadero stations each average between 250 and 350 calls a year. The target response for all calls is seven minutes, which CalFire meets or exceeds 90% of the time. In more rural areas of the county, response time can be longer, which is why the response percentage is not higher.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of fire related deaths and injuries	0	0	0	0	0

### FY 2013-14 Program Funding Adjustments

#### Fire Protection Services (3580B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	6,076,794	5,675,445	6,254,699	6,811,732	557,033	6,811,732	
Total Sources	6,076,794	5,675,445	6,254,699	6,811,732	557,033	6,811,732	
Net County Cost			1				

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase in the contract with CalFire to provide fire protection services to the unincorporated areas of the county. This increase is fully offset by an increase in revenue collected in the Structural Fire Fund and transferred to this budget unit.

Total Requirements	Total Sources	Net County Cost	Positions
534,551	557,033	(22,482)	0

**2. Heavy Equipment Mechanic**

In FY 2011-12, this position was eliminated and a contract with other vendors and the Department of Public Works was put into place to manage vehicle maintenance. Reestablishing this position will increase efficiency, reduce emergency apparatus down time, and lead to cost reduction to the vehicle maintenance budget. This position is fully offset by a reduction in motor vehicle maintenance costs.

Total Requirements	Total Sources	Net County Cost	Positions
(71,049)	0	(71,049)	0
71,049	0	71,049	0

**3. Office Assistant**

In FY 2008-09, this position was eliminated and the duties were absorbed by the County Manager's Office and the CalFire Assistant Fire Chief. In FY 2011-12, the Assistant Fire Chief position was eliminated and the duties were then transferred to the Deputy Fire Chief. Currently, all operational and administrative duties, such as bill processing and vendor contracts, are handled by the Deputy Chief and on duty personnel. Reestablishing a part time Office Assistant will free up on duty personnel and the Deputy Chief's time in order to focus on field operations.

Total Requirements	Total Sources	Net County Cost	Positions
22,482	0	22,482	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
557,033	557,033	0	0

**FY 2014-15 Program Funding Adjustments**

No change.

Fire Protection Services (3580B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Interfund Revenue	6,073,876	5,666,550	6,254,699	6,809,132	554,433	6,809,132	
Miscellaneous Revenue	2,918	8,895		2,600	2,600	2,600	
<b>TOTAL SOURCES</b>	<b>6,076,794</b>	<b>5,675,445</b>	<b>6,254,699</b>	<b>6,811,732</b>	<b>557,033</b>	<b>6,811,732</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	144	378	1,982	1,982		1,982	
Services and Supplies	5,898,057	5,517,597	6,033,855	6,545,802	511,947	6,545,802	
Other Charges	151,148	152,464	168,862	163,948	(4,914)	163,948	
Fixed Assets	27,445	5,007	50,000	100,000	50,000	100,000	
<b>TOTAL REQUIREMENTS</b>	<b>6,076,794</b>	<b>5,675,445</b>	<b>6,254,699</b>	<b>6,811,732</b>	<b>557,033</b>	<b>6,811,732</b>	

## County Service Area #1 (3560B)

### Budget Unit Locator

County

Community Services

▷ **County Service Area #1**

### Budget Unit Description

The residents of County Services Area (CSA) #1, known as the Highlands / Baywood Park area, contract with California Department of Forestry and Fire Protection (CalFire) and the Sheriff's Office for dedicated fire service and police patrol. CalFire staffs one fire engine 24 / 7 for the community and also provides fire safety and defensible space support. The Sheriff's Office provides 18 hours of patrol service seven days per week. These services are fully funded by property taxes and a supplemental parcel tax that must be approved by the CSA#1 voters every four years.

The CSA#1 fire engine, located at the Tower Road station, responds to between 400 and 500 calls a year. Within the boundaries of CSA#1, CalFire responds to emergency calls within the six minute target response time. The Sheriff's Office responds to an average of 1,500 resident calls a year with an average response time of 9.17 minutes for high priority calls. The proposed CSA 1 budget maintains all current contract services.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of customer survey respondents rating Fire Protection services good or better <sup>1</sup>	---	90%	90%	90%	90%
Percent of customer survey respondents rating Sheriff's services good or better	93%	90%	90%	90%	90%

<sup>1</sup>CalFire did not receive any surveys in FY 2011-12.

### County Service Area #1 (3560B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	3,710,568	3,859,078	4,033,410	4,160,142	126,732	4,205,342	45,200
Total Sources	3,710,568	3,859,078	4,033,410	4,160,142	126,732	4,205,342	45,200

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase to the CalFire contract to cover increase personnel costs and miscellaneous adjustments to operating costs. These increases are fully offset by an increase in property tax revenue based on projections.

Total Requirements	Total Sources	Net County Cost	Positions
126,732	126,732	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: an increase to the CalFire contract and the Sheriff's contract to cover increased personnel costs and miscellaneous adjustments to operating costs. These increases are fully offset by an increase in property tax revenue based on projections.

Total Requirements	Total Sources	Net County Cost	Positions
45,200	45,200	0	0

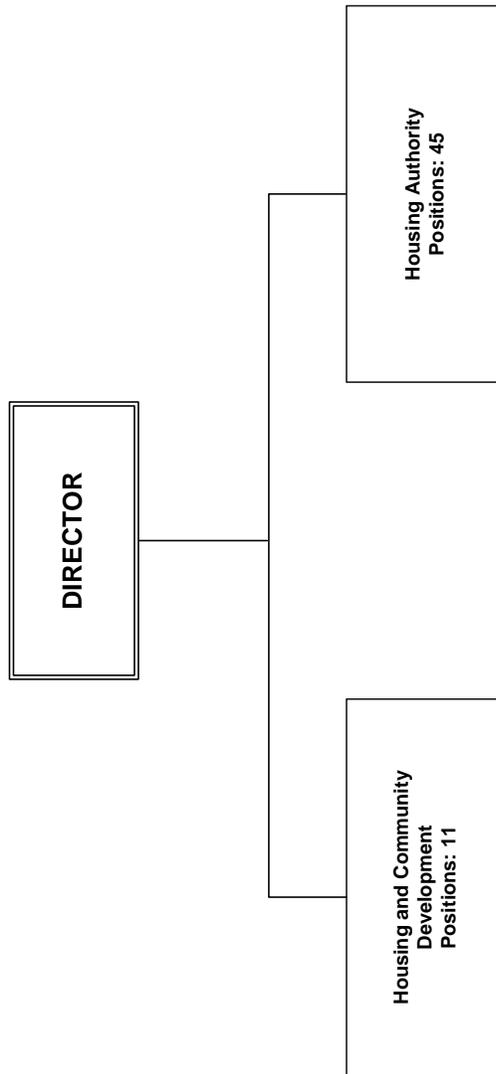
County Service Area #1 (3560B)  
County Service Area #1 Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	2,105,022	2,125,945	2,080,224	2,260,022	179,798	2,305,222	45,200
Use of Money and Property	16,874	16,394	15,000	14,500	(500)	14,500	
Intergovernmental Revenues	13,963	13,885	13,215	13,500	285	13,500	
Charges for Services	91,720	91,974	93,000	93,925	925	93,925	
Miscellaneous Revenue		10,312		4,000	4,000	4,000	
<b>Total Revenue</b>	<b>2,227,579</b>	<b>2,258,511</b>	<b>2,201,439</b>	<b>2,385,947</b>	<b>184,508</b>	<b>2,431,147</b>	<b>45,200</b>
Fund Balance	1,482,989	1,600,567	1,831,971	1,774,195	(57,776)	1,774,195	
<b>TOTAL SOURCES</b>	<b>3,710,568</b>	<b>3,859,078</b>	<b>4,033,410</b>	<b>4,160,142</b>	<b>126,732</b>	<b>4,205,342</b>	<b>45,200</b>
<b>REQUIREMENTS</b>							
Services and Supplies	2,109,974	2,027,050	2,259,034	2,385,787	126,753	2,430,987	45,200
Other Charges	27	56	181	160	(21)	160	
<b>Net Appropriations</b>	<b>2,110,001</b>	<b>2,027,106</b>	<b>2,259,215</b>	<b>2,385,947</b>	<b>126,732</b>	<b>2,431,147</b>	<b>45,200</b>
Non-General Fund Reserves	1,600,567	1,831,973	1,774,195	1,774,195		1,774,195	
<b>TOTAL REQUIREMENTS</b>	<b>3,710,568</b>	<b>3,859,078</b>	<b>4,033,410</b>	<b>4,160,142</b>	<b>126,732</b>	<b>4,205,342</b>	<b>45,200</b>

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**DEPARTMENT OF HOUSING**



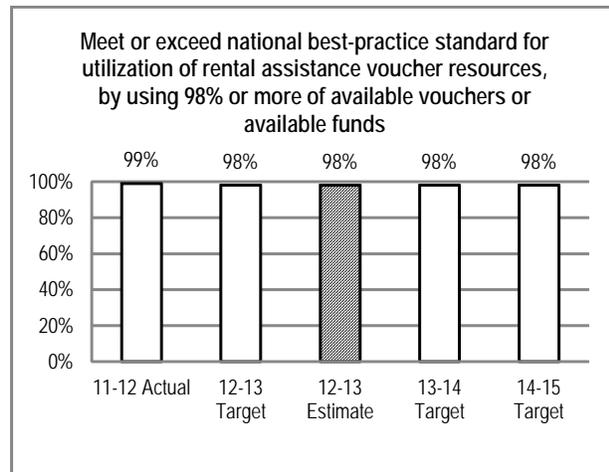
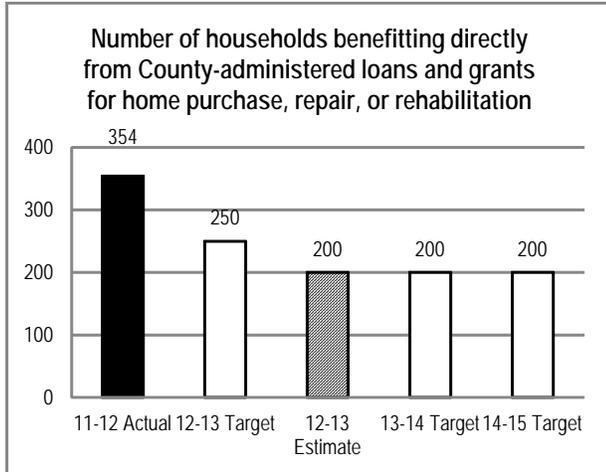
## Department Locator

County

Community Services

▷ Department of Housing

## Key Performance Measures



## Mission Statement

The Department of Housing is a catalyst for increasing access to affordable housing, increasing the supply of workforce housing, and supporting related community development, so that housing permanently exists for people of all income levels and generations in San Mateo County.

## Overview

The Department of Housing assists very low, low and moderate income residents with rental and housing assistance, community and economic development financing, and technical assistance in partnership with non-profit organizations, public agencies and the private sector to improve the quality of life in the community. The Department of Housing operates and supports a wide variety of programs to help the housing needs of residents of the County of San Mateo.

## Major Accomplishments in FY 2012-13

- Housing Authority dedicated 47 project-based vouchers, of which 21 households receive supportive services, to enable the construction of a new 107-unit affordable housing development in South San Francisco.
- Housing Authority expanded the number of partner agencies in its Provider Based Assistance program to help persons in special-needs circumstances such as domestic violence, parole or probation, to attain housing self-sufficiency
- Housing Authority expanded its five-year time-limited rental subsidy program from 200 vouchers to 700 vouchers as new families enter the program.
- Contributed funding to development of 593 new permanently affordable homes at various sites throughout the County; 120 completed, 473 under construction

## Challenges

The Department of Housing faces ongoing challenges as a result of Federal funding reductions. Program Administration funds from U.S. Department of Housing and Urban Development have been reduced by \$520,000 for

Housing Rental Programs, Community Development Block Grant, and HOME Funds. The Department continues to identify solutions and streamline operational efficiency to maintain core services to the community.

#### Other Department Initiatives

- The Department of Housing is converting to an electronic content management system that will not only eliminate most paper from its operation, but also enable the department to implement automated work-flow processes that will also enable clients to accomplish many of their housing program needs on-line if they choose.
- Housing Authority will implement expansion of 5-year self-sufficiency program from its current 200 vouchers to 700 vouchers.
- The Department of Housing is implementing the investment of \$13,4 million in former RDA affordable housing set-aside funds into new affordable housing units (75%) as well as new and/or renovated shelter facilities (25%).

### Department of Housing (7900B) ALL FUNDS

#### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	1,412,705	1,873,843	1,312,783	3,250,555	1,937,772	3,250,555	
Intergovernmental Revenues	76,581,563	77,213,848	76,135,121	77,672,051	1,536,930	77,755,690	83,639
Charges for Services		90,790	233,763	173,000	(60,763)	173,000	
Interfund Revenue		3,262,023	3,160,642	581,762	(2,578,880)	751,555	169,793
Miscellaneous Revenue	1,202,297	1,094,461	1,027,960	1,049,680	21,720	1,049,680	
<b>Total Revenue</b>	<b>79,196,564</b>	<b>83,534,966</b>	<b>81,870,269</b>	<b>82,727,048</b>	<b>856,779</b>	<b>82,980,480</b>	<b>253,432</b>
Fund Balance	9,045						
<b>TOTAL SOURCES</b>	<b>79,205,609</b>	<b>83,534,966</b>	<b>81,870,269</b>	<b>82,727,048</b>	<b>856,779</b>	<b>82,980,480</b>	<b>253,432</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,625,035	6,360,841	6,365,435	6,260,557	(104,878)	6,359,402	98,845
Services and Supplies	2,800,371	2,669,039	3,567,142	2,769,392	(797,750)	2,669,392	(100,000)
Other Charges	69,406,742	74,625,086	71,750,788	74,114,980	2,364,192	74,114,980	
Fixed Assets	478,462		250,000		(250,000)		
<b>Gross Appropriations</b>	<b>79,310,610</b>	<b>83,654,966</b>	<b>81,933,365</b>	<b>83,144,929</b>	<b>1,211,564</b>	<b>83,143,774</b>	<b>(1,155)</b>
Intrafund Transfers			(100,000)	(100,000)			100,000
<b>Net Appropriations</b>	<b>79,310,610</b>	<b>83,654,966</b>	<b>81,833,365</b>	<b>83,044,929</b>	<b>1,211,564</b>	<b>83,143,774</b>	<b>98,845</b>
Contingencies/Dept Reserves			36,904	36,904		36,904	
<b>TOTAL REQUIREMENTS</b>	<b>79,310,610</b>	<b>83,654,966</b>	<b>81,870,269</b>	<b>83,081,833</b>	<b>1,211,564</b>	<b>83,180,678</b>	<b>98,845</b>
<b>NET COUNTY COST</b>	<b>105,000</b>	<b>120,000</b>		<b>354,785</b>	<b>354,785</b>	<b>200,198</b>	<b>(154,587)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	60.0	60.0	57.0	56.0	(1.0)	56.0	
Funded FTE	59.6	59.8	56.8	56.0	(0.8)	56.0	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$856,779 or 1.0% from the FY 2012-13 to the FY 2013-14 Recommended Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$1,937,772 in this funding source due to account classification change of rental subsidy payment receipts from Intergovernmental Revenue to Use of Money and Property for Midway and Half Moon Village.

#### Intergovernmental Revenues

There is a net increase of \$1,536,930 in this funding source due to a \$4,276,667 increase in CDBG/HOME Program revenue carried over from prior years. This increase was partially offset by a \$2,736,720 decrease in rental subsidy program revenue due to federal budget cuts.

#### Charges for Services

There is a decrease of \$60,763 in this funding source due to a decreased amount of fee-for-service income.

#### Interfund Revenue

There is a net decrease of \$2,578,880 in this funding source due to a decrease in projected activity delivery cost.

#### Miscellaneous Revenue

There is a net increase of \$21,720 in this funding source due to a \$40,192 increase in program income, primarily loan repayments. This increase was partially offset by a \$18,472 decrease in interest income.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,211,564 or 1.5% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$104,878 in this expenditure category due to the deletion of one position in the Housing Authority and a \$22,299 decrease in pay adjustments in Housing and Community Development.

#### Services and Supplies

There is a net decrease of \$797,750 in this expenditure category due to implementation of electronic content management, reduced IT project levels, and due to 40% decrease in the size of the auto fleet.

#### Other Charges

There is a net increase of \$2,364,192 in this expenditure category primarily due to a \$2,060,206 increase in CDBG/HOME Program expenditures (including prior year project carry-overs) and a \$210,871 increase in rental subsidy program expenses.

#### Fixed Assets

There is a net decrease of \$250,000 due to the removal of one-time purchases from FY 2012-13.

### NET COUNTY COST

There is an increase of \$354,785 net county cost in this Department's General Fund allocation.

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## FY 2014-15 Budget Overview

### **TOTAL SOURCES**

Total Sources increased by \$253,432 or 0.3% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$83,639 in this funding source due increased rental program subsidy revenue.

#### Interfund Revenue

There is a net increase of \$169,793 in this funding source due to HUD program income adjustment.

### **TOTAL REQUIREMENTS**

Total Requirements increased by \$98,845 or 0.1% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$98,845 in this expenditure category due to employee health benefits cost.

#### Services and Supplies

There is a decrease of \$100,000 in this expenditure category due to a transfer of funds for Veterans Housing.

#### Intrafund Transfer

There is an increase of \$100,000 in this expenditure category due to a transfer of funds for Veterans Housing.

### **NET COUNTY COST**

There is a decrease of \$154,587 net county cost in this Department's General Fund allocation.

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## Housing and Community Development (7920P)

### Program Locator

County

Community Services

Department of Housing

▷ **Housing and Community Development**

### Program Outcome Statement

Financial assistance to create and preserve housing for low-income residents

### Services Provided

The HCD division makes loans to non-profit partner organizations to develop or rehabilitate affordable housing and supportive housing; loans to non-profits and cities to build or rehabilitate public facilities; and grants to non-profits that provide home repair services, housing related safety-net services and micro enterprise job creation. HCD also makes loans to homeowners for major home rehabilitation and for down-payment assistance, and provides technical assistance to facilitate countywide collaboration to increase the supply of workforce and affordable housing.

### Program Results

Over 5,000 households benefit from housing and other services made possible by financial and technical assistance administered by Housing and Community Development. Some households benefit from current funding or services while others benefit from use of assets (loans or housing built or preserved with County administered funds). In round numbers, projected outcomes each year include:

- 200 new affordable/supportive housing units built
- 50 families bought homes
- 300 households got critical home repairs
- \$6 million in loans and grants made available to the community
- Portfolio of 400 loans worth \$50 million managed so it can revolve into new outcomes

Technical assistance to countywide housing initiatives: HOPE, HEART, 21 Elements, Grand Boulevard, and Housing Leadership Council

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of County Funded Housing Units Developed and Occupied	123	60	60	60	60
Eliminate from 30% to 50% paper used and enable automated work-flow process through implementation of Electronic Content Management. (new in FY 2013-14)	---	---	---	30%	50%

Housing and Community Development (7920P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	14.0	14.0	11.0	11.0		11.0	
Funded FTE	13.7	13.8	10.8	11.0	0.2	11.0	
<b>Total Requirements</b>	6,841,151	7,411,464	7,843,151	9,872,135	2,028,984	9,887,341	15,206
<b>Total Sources</b>	6,736,150	7,291,464	7,843,151	9,517,350	1,674,199	9,687,143	169,793
<b>Net County Cost</b>	105,000	120,000		354,785	354,785	200,198	(154,587)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; inclusion of unanticipated program income and additional prior-year carryover CDBG/HOME Program revenue.

Total Requirements	Total Sources	Net County Cost	Positions
2,028,984	1,674,199	354,785	0

## 2. Grant Funded Position Upgrade

One HCD Specialist is upgraded to HCD Supervisor. The HCD Supervisor will be responsible for supervising overall program operations. This upgraded position is grant funded.

Total Requirements	Total Sources	Net County Cost	Positions
(132,672)	0	(132,672)	(1)
155,363	0	155,363	1

## 3. Position Reclassification

One Administrative Assistant I is reclassified to Administrative Assistant II. The Administrative Assistant II will perform a broad range of finance and administrative functions. This position is grant funded.

Total Requirements	Total Sources	Net County Cost	Positions
(106,675)	0	(106,675)	(1)
121,842	0	121,842	1

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
2,028,984	1,674,199	354,785	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
15,206	169,793	(154,587)	0

## Housing and Community Development (7920P) ALL FUNDS

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	5,787,951	3,105,329	3,670,786	7,944,436	4,273,650	7,944,436	
Charges for Services		90,790	233,763	173,000	(60,763)	173,000	
Interfund Revenue		3,262,023	3,160,642	581,762	(2,578,880)	751,555	169,793
Miscellaneous Revenue	939,155	833,321	777,960	818,152	40,192	818,152	
<b>Total Revenue</b>	<b>6,727,105</b>	<b>7,291,464</b>	<b>7,843,151</b>	<b>9,517,350</b>	<b>1,674,199</b>	<b>9,687,143</b>	<b>169,793</b>
Fund Balance	9,045						
<b>TOTAL SOURCES</b>	<b>6,736,150</b>	<b>7,291,464</b>	<b>7,843,151</b>	<b>9,517,350</b>	<b>1,674,199</b>	<b>9,687,143</b>	<b>169,793</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,918,526	1,783,246	1,715,135	1,692,836	(22,299)	1,708,042	15,206
Services and Supplies	369,464	205,149	646,542	544,504	(102,038)	444,504	(100,000)
Other Charges	4,553,161	5,423,069	5,544,570	7,697,891	2,153,321	7,697,891	
<b>Gross Appropriations</b>	<b>6,841,151</b>	<b>7,411,464</b>	<b>7,906,247</b>	<b>9,935,231</b>	<b>2,028,984</b>	<b>9,850,437</b>	<b>(84,794)</b>
Intrafund Transfers			(100,000)	(100,000)			100,000
<b>Net Appropriations</b>	<b>6,841,151</b>	<b>7,411,464</b>	<b>7,806,247</b>	<b>9,835,231</b>	<b>2,028,984</b>	<b>9,850,437</b>	<b>15,206</b>
Contingencies/Dept Reserves			36,904	36,904		36,904	
<b>TOTAL REQUIREMENTS</b>	<b>6,841,151</b>	<b>7,411,464</b>	<b>7,843,151</b>	<b>9,872,135</b>	<b>2,028,984</b>	<b>9,887,341</b>	<b>15,206</b>
<b>NET COUNTY COST</b>	<b>105,000</b>	<b>120,000</b>		<b>354,785</b>	<b>354,785</b>	<b>200,198</b>	<b>(154,587)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	14.0	14.0	11.0	11.0		11.0	
Funded FTE	13.7	13.8	10.8	11.0	0.2	11.0	

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## Housing Authority (7930P)

### Program Locator

#### County

Community Services

Department of Housing

▷ **Housing Authority**

### Program Outcome Statement

Financial assistance to subsidize and create housing for low-income residents

### Services Provided

- Administers housing subsidy programs that provide rental assistance to low-income families, the elderly, and people with disabilities to rent decent, safe, and sanitary housing
- Operates three affordable rental housing complexes comprising 60 senior units in Half Moon Bay, 30 family units in Colma, and 150 family units in Daly City
- All rental programs are enriched with optional self-sufficiency program.

### Program Results

The Housing Authority serves over 4,600 low, very low, and extremely low income households through eight separate programs that direct housing assistance payments to approximately 2,000 property landlords.

- Housing Authority (HACSM) used its "block-grant" funding status to create two new rental subsidy programs for victims of domestic violence (15 units) and for persons re-entering society after a period of incarceration and who are receiving addiction treatment and other supportive services (16 units). The program will expand to include approximately 6 additional re-entry units and 12 self-sufficiency home-sharing units.
- The five-year, time-limited rental subsidy program is expanding from 200 vouchers to 700 vouchers as new families enter the program. It replaces existing non-time limited vouchers, no net increase in total available vouchers. Self-sufficiency activities are being expanded to assist families with eventual transition under program time limits.
- HACSM has expanded its Housing Readiness Program (3-year vouchers for homeless families connected to case management services) from 80 to 100 vouchers and has been awarded 35 additional vouchers for homeless veterans (total 105) from the Department of Housing and Urban Development.
- Phase I (45 units) of the Half Moon Village replacement project is under construction. Phase II (115 units) will commence in January 2014 with completion of all units scheduled for March 2015. The new Half Moon Village will increase the number of available units by 100 to a total of 160.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of households served by rental assistance.	4,633	4,650	4,650	4,650	4,650
Number of families (new in FY2013-14, and cumulative) exiting housing subsidy programs due to greater self-sufficiency, such as home ownership or income above qualifying limit.	---	---	---	20	50
Eliminate from 30% to 50% paper used and enable automated work-flow process through implementation of Electronic Content Management. (new in FY2013-14)	---	---	---	30%	50%

 Housing Authority (7930P)  
 Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	46.0	46.0	46.0	45.0	(1.0)	45.0	
Funded FTE	46.0	46.0	46.0	45.0	(1.0)	45.0	
<b>Total Requirements</b>	72,469,459	76,243,502	74,027,118	73,209,698	(817,420)	73,293,337	83,639
<b>Total Sources</b>	72,469,459	76,243,502	74,027,118	73,209,698	(817,420)	73,293,337	83,639

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs. There is a decrease in rental subsidy program revenue due to federal budget cuts which is partially offset by increased rental revenue at Midway Village.

Total Requirements	Total Sources	Net County Cost	Positions
(817,420)	(817,420)	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
83,639	83,639	0	0

## Housing Authority (7930P) Housing Authority Fund (Information Only)

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	1,412,705	1,873,843	1,312,783	3,250,555	1,937,772	3,250,555	
Intergovernmental Revenues	70,793,612	74,108,519	72,464,335	69,727,615	(2,736,720)	69,811,254	83,639
Miscellaneous Revenue	263,142	261,140	250,000	231,528	(18,472)	231,528	
<b>TOTAL SOURCES</b>	<b>72,469,459</b>	<b>76,243,502</b>	<b>74,027,118</b>	<b>73,209,698</b>	<b>(817,420)</b>	<b>73,293,337</b>	<b>83,639</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	4,706,509	4,577,595	4,650,300	4,567,721	(82,579)	4,651,360	83,639
Services and Supplies	2,430,907	2,463,890	2,920,600	2,224,888	(695,712)	2,224,888	
Other Charges	64,853,581	69,202,017	66,206,218	66,417,089	210,871	66,417,089	
Fixed Assets	478,462		250,000		(250,000)		
<b>TOTAL REQUIREMENTS</b>	<b>72,469,459</b>	<b>76,243,502</b>	<b>74,027,118</b>	<b>73,209,698</b>	<b>(817,420)</b>	<b>73,293,337</b>	<b>83,639</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	46.0	46.0	46.0	45.0	(1.0)	45.0	
Funded FTE	46.0	46.0	46.0	45.0	(1.0)	45.0	



# ADMINISTRATION AND FISCAL

County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms

## COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 **RECOMMENDED BUDGET**





## SAN MATEO COUNTY MISSION

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 this community.

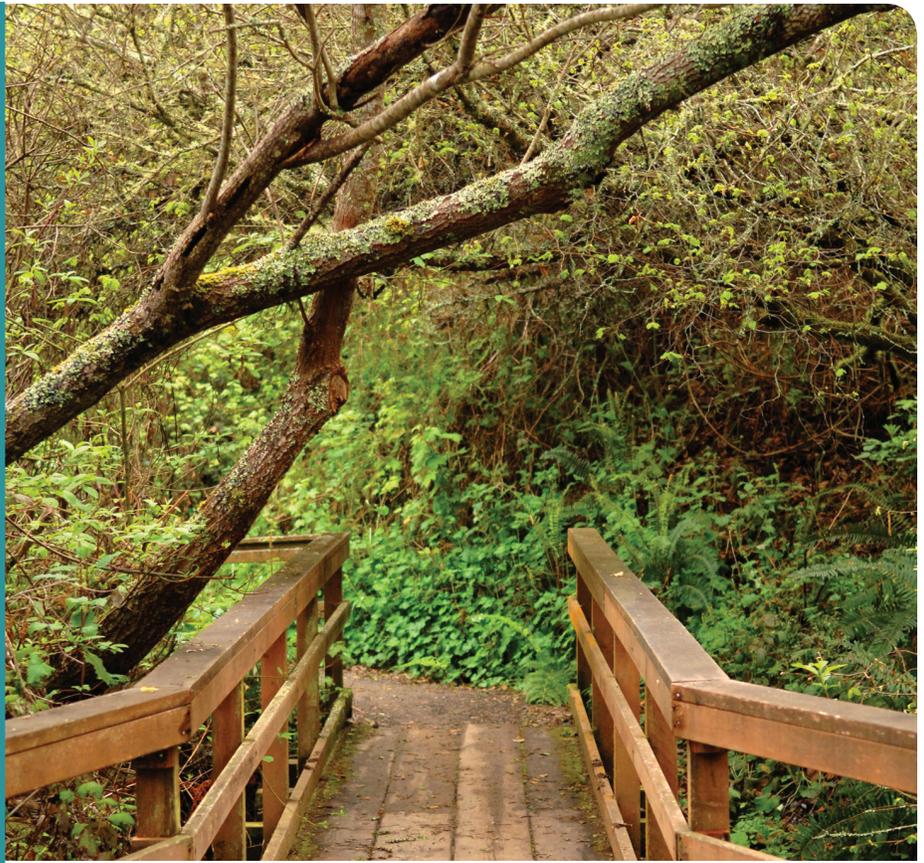
We are committed to:

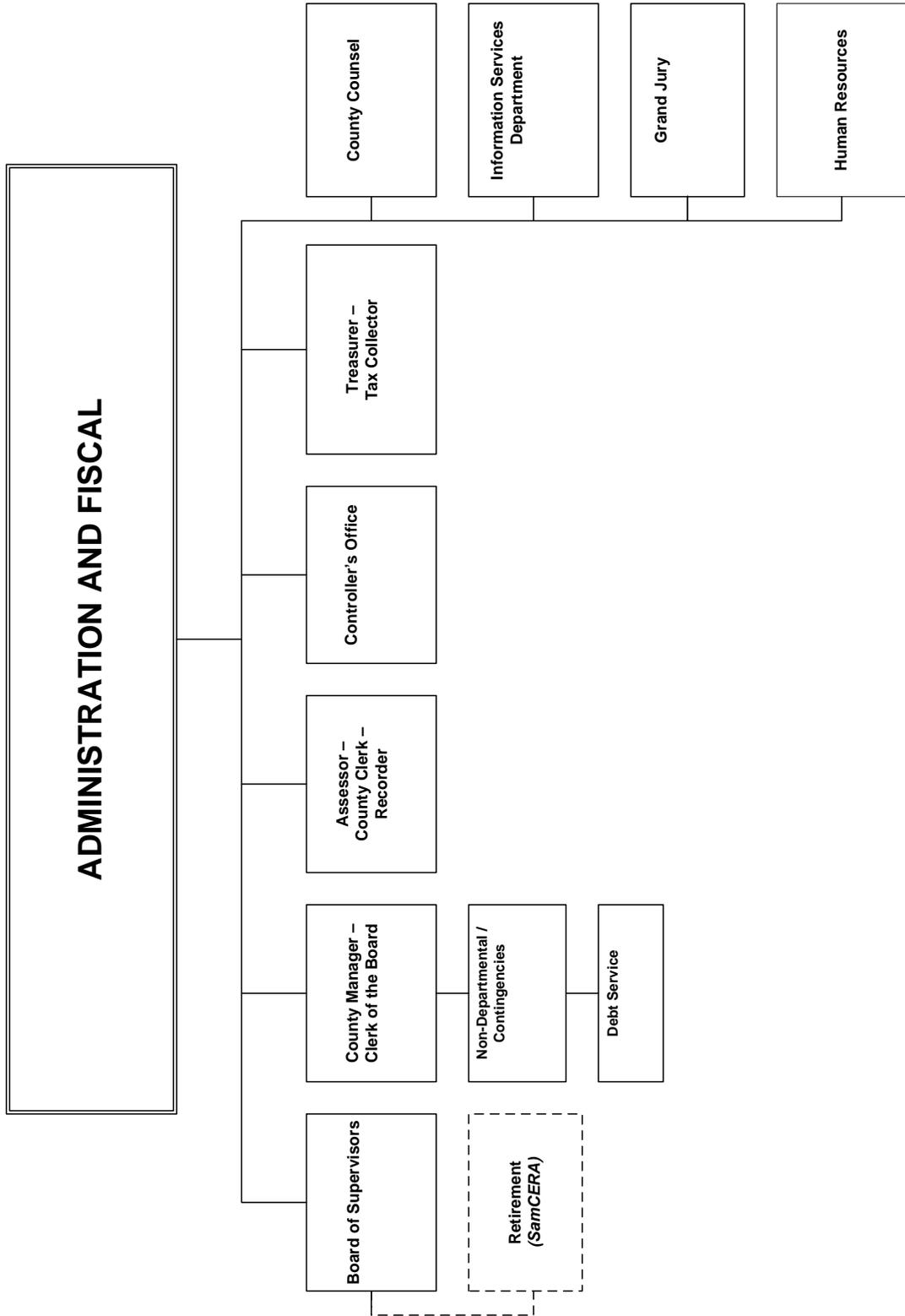
The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with  
respect and dignity

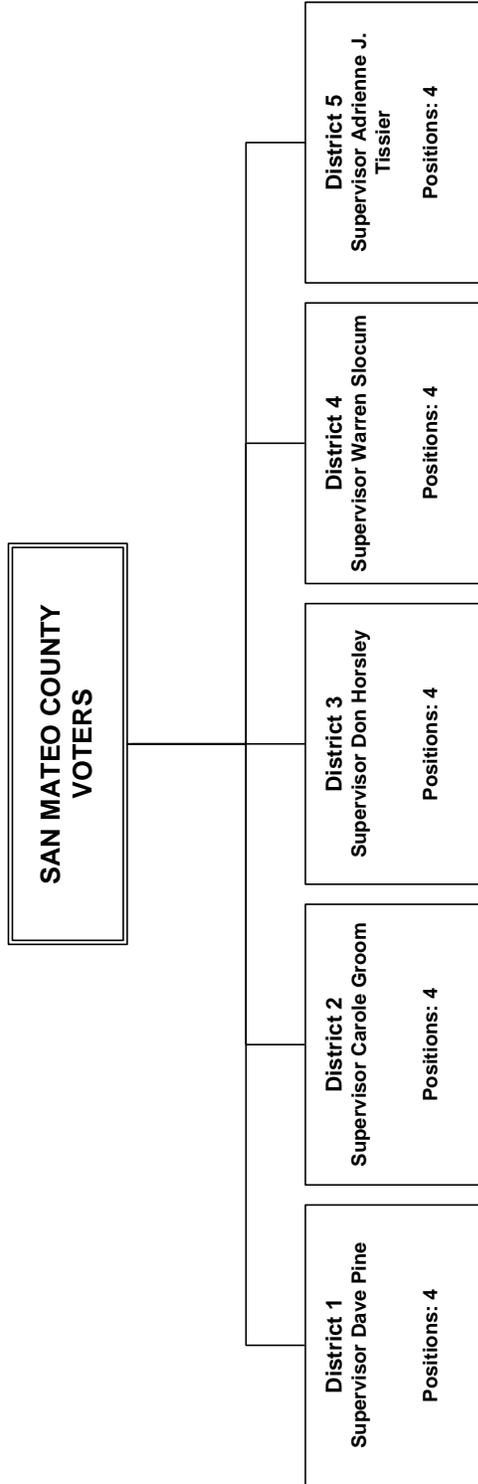




## Administration and Fiscal FY 2013-14 and 2014-15 All Funds Summary

Total Requirements	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>General Fund Budgets</b>							
Board of Supervisors	3,066,024	3,197,010	3,829,985	4,055,350	225,365	4,087,303	31,953
County Manager/Clerk of the Board	9,289,798	8,389,579	9,354,831	7,078,244	(2,276,587)	7,007,789	(70,455)
Assessor-County Clerk-Recorder	19,266,421	19,193,775	20,998,820	22,795,984	1,797,164	19,747,462	(3,048,522)
Controller's Office	8,521,341	8,778,986	9,880,084	9,672,595	(207,489)	9,489,038	(183,557)
Treasurer - Tax Collector	7,294,922	6,703,113	9,904,683	9,391,915	(512,768)	8,482,146	(909,769)
County Counsel	9,802,440	8,957,369	9,914,106	9,633,754	(280,352)	9,220,327	(413,427)
Human Resources Department	9,138,379	8,799,463	10,646,981	11,102,048	455,067	10,975,011	(127,037)
Information Services Department	16,246,104	16,337,370	23,395,507	19,285,543	(4,109,964)	13,764,214	(5,521,329)
Grand Jury	686,242	531,053	524,357	524,357		504,425	(19,932)
Non-Departmental Services	298,931,288	278,936,383	222,771,883	350,838,036	128,066,153	239,917,995	(110,920,041)
<b>Total General Fund</b>	<b>382,242,958</b>	<b>359,824,100</b>	<b>321,221,237</b>	<b>444,377,826</b>	<b>123,156,589</b>	<b>323,195,710</b>	<b>(121,182,116)</b>
<b>Non-General Fund Budgets</b>							
Debt Service Fund	46,917,211	47,279,449	47,661,809	48,277,350	615,541	47,594,060	(683,290)
<b>Total Non-General Fund</b>	<b>46,917,211</b>	<b>47,279,449</b>	<b>47,661,809</b>	<b>48,277,350</b>	<b>615,541</b>	<b>47,594,060</b>	<b>(683,290)</b>
<b>Total Requirements</b>	<b>429,160,170</b>	<b>407,103,549</b>	<b>368,883,046</b>	<b>492,655,176</b>	<b>123,772,130</b>	<b>370,789,770</b>	<b>(121,865,406)</b>
<b>Total Sources</b>	<b>739,605,759</b>	<b>694,817,967</b>	<b>697,064,582</b>	<b>815,216,696</b>	<b>118,152,114</b>	<b>703,754,573</b>	<b>(111,462,123)</b>
<b>Net County Cost</b>	<b>(310,445,590)</b>	<b>(287,714,418)</b>	<b>(328,181,536)</b>	<b>(322,561,520)</b>	<b>5,620,016</b>	<b>(332,964,803)</b>	<b>(10,403,283)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	510.0	505.0	496.0	482.0	(14.0)	482.0	
Funded FTE	506.4	499.2	490.2	478.2	(12.0)	478.2	
<b>Information Only:</b>							
Retirement Office (Sam CERA)	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)

# BOARD OF SUPERVISORS



## Department Locator

County

Administration and Fiscal

▷ **Board of Supervisors**

## Department Mission Statement

Protect and enhance community health, safety, welfare and natural resources

## Program Results

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 five Board members are elected to four-year terms and are supported by a staff of fifteen. The Board exercises quasi-judicial authority and works with County departments, other local government agencies and citizens to achieve the outcomes identified through a shared visioning process.

In November 2012 the voters overwhelmingly approved a one half-cent increase in countywide sales taxes for a period of 10 years. The Board held two public workshops and received input on the County's "Speak Out" website before receiving 22 separate reports and recommendations for Measure A expenditures from the County Manager. The recommendations were consistent with the needs identified in the text for Measure A, fill gaps in services for vulnerable populations, leverages Measure A funds with other revenue, repairs infrastructure, improves efficiency/effectiveness of County operations for long-term savings, utilizes evidence-based approaches to service delivery; and engages other stakeholders. They will be considered for final approval during September budget hearings. Online dashboards will be created for all Measure A initiatives to track performance goals and spending.

The voters changed the County Charter in November 2012 to require that only voters within a district can elect a supervisor who lives in that same district to represent them. Under the prior system voters countywide elected all five supervisors. The Board created a nine-member District Lines Advisory Committee with representation from all geographic areas of the county. The Committee is conducting workshops throughout the county to hear public comment, studying current and potential boundaries and will be recommending possible adjustments.

The Board adopted nine Shared Vision 2025 community impact goals and preliminary performance indicators in January 2013 after receiving employee and public input on future priorities. The Board also directed the County Manager and Chief Information Officer to create an Open Data Policy and online performance dashboards to increase transparency and accountability for County services. The goals and dashboards will be used to track progress and align department and employee goals to community impact goals.

Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Shared Vision 2025 Community Impact Goals met or moving in the right direction	---	---	---	80%	80%
Percent of Measure A performance goals met	---	---	---	100%	100%

Board of Supervisors (1100B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Miscellaneous Revenue	689	3,656					
<b>Total Revenue</b>	<b>689</b>	<b>3,656</b>					
Fund Balance		452,670	452,670	481,637	28,967	471,766	(9,871)
<b>TOTAL SOURCES</b>	<b>689</b>	<b>456,326</b>	<b>452,670</b>	<b>481,637</b>	<b>28,967</b>	<b>471,766</b>	<b>(9,871)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,692,732	2,809,563	3,255,695	3,377,630	121,935	3,437,115	59,485
Services and Supplies	190,311	206,804	372,285	406,285	34,000	378,753	(27,532)
Other Charges	182,981	180,642	202,005	271,435	69,430	271,435	
<b>TOTAL REQUIREMENTS</b>	<b>3,066,024</b>	<b>3,197,010</b>	<b>3,829,985</b>	<b>4,055,350</b>	<b>225,365</b>	<b>4,087,303</b>	<b>31,953</b>
<b>NET COUNTY COST</b>	<b>3,065,336</b>	<b>2,740,684</b>	<b>3,377,315</b>	<b>3,573,713</b>	<b>196,398</b>	<b>3,615,537</b>	<b>41,824</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	20.0	20.0	20.0	20.0		20.0	
Funded FTE	20.0	20.0	20.0	20.0		20.0	

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$28,967 or 6.4% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Fund Balance

There is a net increase of \$28,967 in this funding source due to cost reductions in FY 2012-13.

### TOTAL REQUIREMENTS

Total Requirements increased by \$225,365 or 5.9% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$121,935 in this expenditure category due to inclusion of merit increases, and increases in retirement contributions and health benefit costs.

#### Services and Supplies

There is a net increase of \$34,000 in this expenditure category primarily due to automation replacement costs and miscellaneous operating costs.

#### Other Charges

There is a net increase \$69,430 in this expenditure category primarily due to miscellaneous increases in service charges such as space costs and automation and vehicle service charges.

#### Contingencies/Departmental Reserves

Reserves are not maintained in this budget unit.

### NET COUNTY COST

There is an increase of \$196,398 or 5.8% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$9,871 or 2.1% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes.

#### Fund Balance

There is a net decrease of \$9,871 in this funding source due to elimination of Fund Balance used for one-time purchases in FY 2013-14.

### TOTAL REQUIREMENTS

Total Requirements increased by \$31,953 or 0.8% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes.

#### Salaries and Benefits

There is a net increase of \$59,485 in this expenditure category due to inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Services and Supplies

There is a net decrease of \$27,532 in this expenditure category primarily due to elimination of one-time purchases in FY 2013-14.

Contingencies/Departmental Reserves

No change. Reserves are not maintained in this budget unit.

**NET COUNTY COST**

There is an increase of \$41,824 or 1.2% in this Department's General Fund allocation.

**Board of Supervisors (1100B)  
Resource Allocation Summary**

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	20.0	20.0	20.0	20.0		20.0	
Funded FTE	20.0	20.0	20.0	20.0		20.0	
<b>Total Requirements</b>	<b>3,066,024</b>	<b>3,197,010</b>	<b>3,829,985</b>	<b>4,055,350</b>	<b>225,365</b>	<b>4,087,303</b>	<b>31,953</b>
<b>Total Sources</b>	<b>689</b>	<b>456,326</b>	<b>452,670</b>	<b>481,637</b>	<b>28,967</b>	<b>471,766</b>	<b>(9,871)</b>
<b>Net County Cost</b>	<b>3,065,336</b>	<b>2,740,684</b>	<b>3,377,315</b>	<b>3,573,713</b>	<b>196,398</b>	<b>3,615,537</b>	<b>41,824</b>

**FY 2013-14 Program Funding Adjustments**

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increases in automation replacements, space costs and automation service charges which are partially offset with an increase in Fund Balance.

Total Requirements	Total Sources	Net County Cost	Positions
225,365	28,967	196,398	0

**FY 2014-15 Program Funding Adjustments**

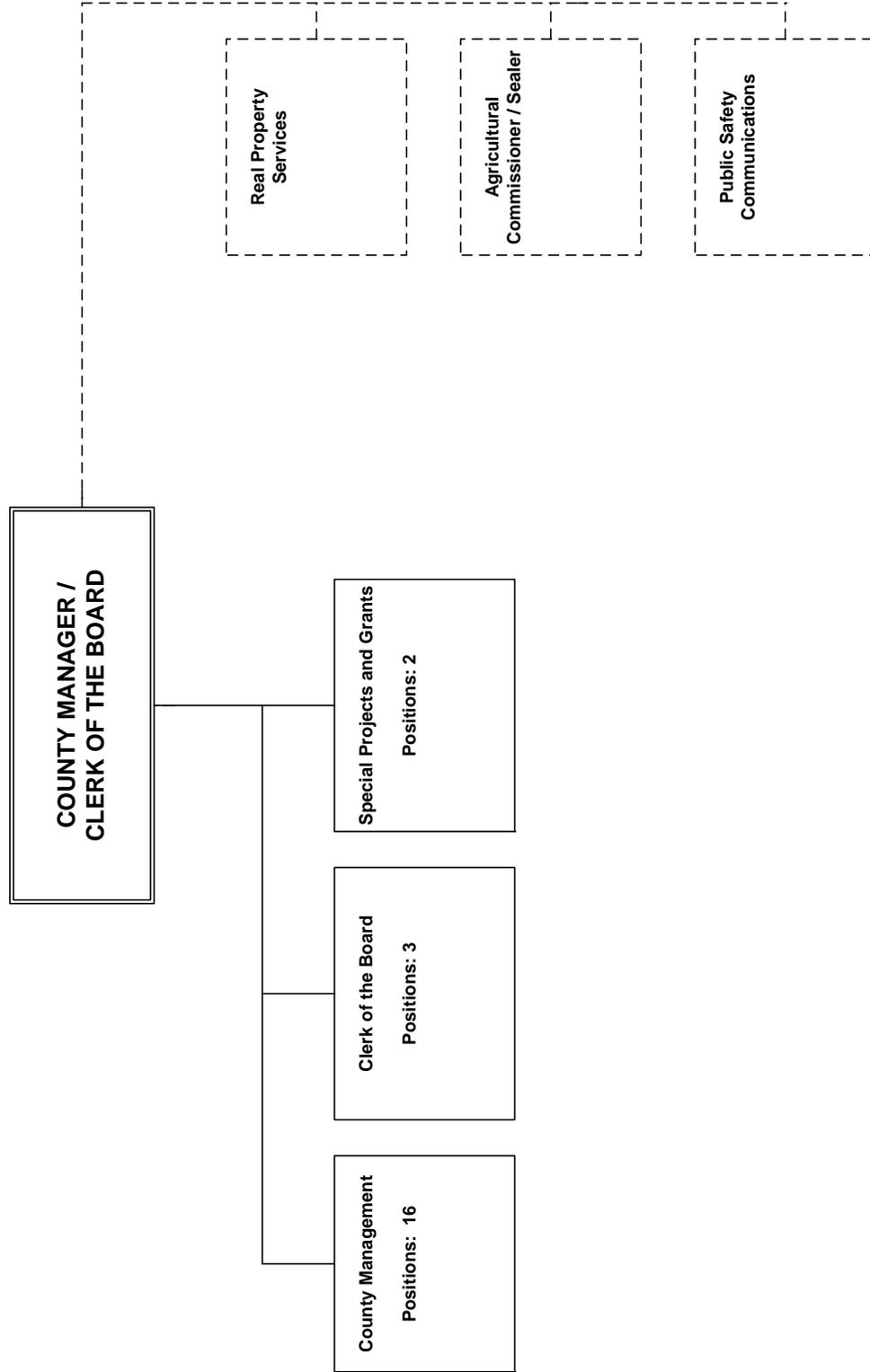
The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
31,953	(9,871)	41,824	0

# COUNTY MANAGER / CLERK OF THE BOARD



## Department Locator

### County

Administration and Fiscal

### ▷ County Manager's Office

## Mission Statement

The County Manager/Clerk of the Board leads San Mateo County's efforts to fulfill the Board of Supervisors' vision of a healthy, safe, livable, prosperous, environmentally conscious and collaborative community.

## Overview

The County Manager/Clerk of the Board includes the following functions: County Management supports the Board to achieve its priorities; sets strategic direction; prepares and recommends a balanced budget; monitors progress and improves performance; builds community capacity; ensures unincorporated area communities' access to services; supports sustainability initiatives; assists in the implementation of the Facilities Master Plan; promotes shared services with cities and within the county; advocates federal and state legislation; educates and engages the community; improves access to and simplicity of digital government; manages grant funding opportunities. Clerk of the Board prepares and publishes the Board's agenda; ensures Board's legal requirements are met; supports Board appointments to advisory boards and commissions. Real Property negotiates lease agreements for County use, negotiates acquisition, use and sale of County-owned property.

Major accomplishments include:

- Coordinated Measure A proposals and created online dashboards to track performance
- Developed comprehensive photo library for use by all departments
- Developed Open Data Policy with Chief Information Officer and began Shared Vision Community Impact performance dashboards
- Implemented improvements to streamline contracts processing and other work processes
- Launched Supervisorial District Lines Advisory Committee website and supporting materials
- Leased Circle Star property for revenue of \$1.7 million in FY 2014 and \$5.8 million in FY 2015
- Maintained highest credit ratings from Moody's (Aaa) and Standard and Poor's (AAA)
- Made Board meeting videos accessible to the public through YouTube
- Reduced paper usage by 62.5% by automating Board agenda process
- Advocated for the State to pay \$6 million to address insufficient Educational Revenue Augmentation Fund (ERAF)
- Launched bike sharing program Connect.RedwoodCity!

Priorities to improve performance in FY 2013-14 and FY 2014-15 include:

- Agile Organization
- Capital Planning and Economic Development
- Maple Street Correctional Center Planning and Financing
- Open Government / Civic Engagement
- Two-Year Budget Implementation / Performance Improvement Initiatives
- Automation of Boards and Commissions agenda and member management
- Assessment Appeals Process Improvements

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

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	10,398	8,899					
Intergovernmental Revenues	395,856	227,571	3,097,180	280,000	(2,817,180)	216,742	(63,258)
Charges for Services	95,178	76,159	55,250	55,250		55,250	
Interfund Revenue	47,729	75,384	15,000	15,000		15,000	
Miscellaneous Revenue	135,504	434,974	23,000	20,000	(3,000)	20,000	
Other Financing Sources	4,960	2,099					
<b>Total Revenue</b>	<b>689,625</b>	<b>825,086</b>	<b>3,190,430</b>	<b>370,250</b>	<b>(2,820,180)</b>	<b>306,992</b>	<b>(63,258)</b>
Fund Balance	2,336,245	2,007,660	1,007,662	200,000	(807,662)	139,754	(60,246)
<b>TOTAL SOURCES</b>	<b>3,025,870</b>	<b>2,832,746</b>	<b>4,198,092</b>	<b>570,250</b>	<b>(3,627,842)</b>	<b>446,746</b>	<b>(123,504)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	5,440,157	5,696,234	4,353,201	4,786,878	433,677	4,768,086	(18,792)
Services and Supplies	1,598,443	1,822,677	4,315,021	1,593,279	(2,721,742)	1,555,107	(38,172)
Other Charges	995,865	865,111	734,410	770,888	36,478	757,397	(13,491)
Fixed Assets	10,438		15,000		(15,000)		
<b>Gross Appropriations</b>	<b>8,044,902</b>	<b>8,384,022</b>	<b>9,417,632</b>	<b>7,151,045</b>	<b>(2,266,587)</b>	<b>7,080,590</b>	<b>(70,455)</b>
Intrafund Transfers	(422,542)	(324,327)	(282,801)	(232,801)	50,000	(232,801)	
<b>Net Appropriations</b>	<b>7,622,360</b>	<b>8,059,695</b>	<b>9,134,831</b>	<b>6,918,244</b>	<b>(2,216,587)</b>	<b>6,847,789</b>	<b>(70,455)</b>
Contingencies/Dept Reserves	1,667,438	329,884	220,000	160,000	(60,000)	160,000	
<b>TOTAL REQUIREMENTS</b>	<b>9,289,798</b>	<b>8,389,579</b>	<b>9,354,831</b>	<b>7,078,244</b>	<b>(2,276,587)</b>	<b>7,007,789</b>	<b>(70,455)</b>
<b>NET COUNTY COST</b>	<b>6,263,928</b>	<b>5,556,833</b>	<b>5,156,739</b>	<b>6,507,994</b>	<b>1,351,255</b>	<b>6,561,043</b>	<b>53,049</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	38.0	38.0	21.0	21.0		21.0	
Funded FTE	38.0	38.0	22.0	21.0	(1.0)	21.0	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$3,627,842 or 86.4% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$2,817,180 in this funding source due to the transfer of the Second Chance Re-Entry and Cal Trans programs from County Management to the Probation Department.

#### Miscellaneous Revenue

There is a net decrease of \$3,000 in this funding source due to a reduction in Green Team funding

#### Fund Balance

There is a net decrease of \$807,662 in this funding source due to elimination of Fund Balance used for one-time projects and purchases in FY 2012-13.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$2,276,587 or 24.3% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$433,667 in this expenditure category due to reclassified positions, appropriation for new Rotational Analyst positions in the Budget and Performance Unit, appropriation for one new position to support the Center for Continuous Process Improvement (CCPI) and two new unclassified grant funded positions in the Energy Upgrade Program.

#### Services and Supplies

There is a net decrease of \$2,721,742 in this expenditure category primarily due to the transfer of the Second Chance Re-Entry and Cal Trans grants from County Management to the Probation Department.

#### Other Charges

There is a net increase \$36,478 in this expenditure category primarily due to miscellaneous increases in service charges and increases in Memberships and Contributions.

#### Fixed Assets

There is a decrease of \$15,000 due to the elimination of appropriation for a server.

#### Intrafund Transfers

There is a decrease of \$50,000 in this expenditure category due to the elimination of reimbursement from Non-Departmental Services for marketing related costs.

#### Contingencies/Departmental Reserves

There is net decrease of \$60,000 in this expenditure category due to use of Reserves to offset costs. The balance in General Fund Reserves represents 2.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$21,635.

### NET COUNTY COST

There is an increase of \$1,351,255 or 26.2% in this Department's General Fund allocation.

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## FY 2014-15 Budget Overview

### **TOTAL SOURCES**

Total Sources decreased by \$123,504 or 21.7% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes.

#### Intergovernmental Revenues

There is a decrease of \$63,258 in this funding source due to a reduction in grant funding in the Energy Upgrade program.

#### Fund Balance

There is a decrease of \$60,246 in this funding source due to elimination of Fund Balance used for one-time projects and purchases in FY 2013-14.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$70,455 or 0.99% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes.

#### Salaries and Benefits

There is a decrease of \$18,792 in this expenditure category primarily due to reductions in the grant funded Energy Upgrade and Transportation programs.

#### Services and Supplies

There is a decrease of \$38,172 in this expenditure category primarily due to reductions in the grant funded Energy Upgrade and Transportation programs.

#### Other Charges

There is a decrease of \$13,491 in this expenditure category due to miscellaneous reductions in service charges.

#### Contingencies/Departmental Reserves

No change. The balance in General Fund Reserves represents 2.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$23,044.

### **NET COUNTY COST**

There is an increase of \$53,049 or 0.82% in this Department's General Fund allocation.

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## County Management (1210P)

### Program Locator

County

Administration and Fiscal

County Manager's Office

▷ **County Management**

### Program Outcome Statement

Increase customer satisfaction and achieve performance goals for County services

### Program Results

County Management provides leadership and direction to achieve the Board's and community's shared vision for a healthy and safe, livable, prosperous, environmentally conscious and collaborative community by the year 2025. Major responsibilities include overseeing the preparation and administration of the County budget and legislative program, as well as communications and civic engagement efforts; managing performance; leading multi-departmental and Countywide initiatives; and coordinating the activities of County departments. This unit oversees County Manager/Clerk of Board functions and supports operating departments.

The County was able to maintain the highest credit ratings through its proactive fiscal management practices. Actions to address unfunded pension liabilities and infrastructure needs, improve revenue base and create a more agile organization by implementing a variety of work delivery options will contribute to long-term sustainability. Preparation of a two-year budget creates time to improve performance through cross-departmental initiatives and in-depth program reviews. Other major accomplishments include successfully securing a favorable funding formula for public safety realignment and advocating for \$6 million to address insufficient ERAF. Protecting local revenues continues to be a priority along with securing state funds for the Maple Street Correctional Center. Reaching out to an increasingly diverse and digital population presents opportunities to increase civic engagement and provide more online services. Priorities include expanding use of social media and online interactive tools to open government, developing a cohesive identity for the County, leading messaging and media relations efforts, and improving communications during emergencies.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of customer survey respondents rating County services good or better <sup>1</sup>	---	---	---	90%	90%
Percent of outcome, productivity and benchmarks meeting targets for all County programs <sup>1</sup>	---	---	---	80%	80%
Issuer credit rating from Moody's and Standard & Poor's	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA	Aaa/AAA

<sup>1</sup> Customer satisfaction survey practices will be reviewed in FY 2013-14; performance measures have been prioritized to focus resources on improving outcomes, productivity/efficiency, and performance against benchmarks.

MEMBERSHIPS AND CONTRIBUTIONS FY 2013-15 ORGANIZATION	Adopted 2012-13	Recomm 2013-14	Recomm 2014-15
<b>Memberships and Cost Shares:</b>			
Alliance for Innovation	7,500	7,500	7,500
Association of Bay Area Governments (ABAG)	71,426	74,389	74,389
Association of Bay Area Governments/Hazardous Waste	10,404	10,404	10,404
County Administrative Officers Association of CA (CAOA)	3,982	3,982	3,982
California State Association of Counties (CSAC)	95,047	115,047	115,047
City / County Association of Governments (C/CAG)	21,289	21,289	21,289
Joint Venture Silicon Valley Network	25,000	25,000	25,000
National Association of Counties (NACO)	14,525	14,525	14,525
San Mateo County Economic Development Association	15,000	15,000	15,000
Sustainable San Mateo County	9,000	9,000	9,000
Urban County Caucus (UCC)	37,000	37,000	37,000
<b>Memberships and Cost Shares Total</b>	<b>310,173</b>	<b>333,136</b>	<b>333,136</b>
<b>Contributions:</b>			
Arts Providers	55,000	55,000	55,000
FishNet 4C	5,000		

Half Moon Bay / Coastside Chamber of Commerce	7,500	7,500	7,500
National Organization to Insure a Sound-controlled Environment	1,155	1,155	1,155
Peninsula Conflict Resolution Center (PCRC)	8,320	8,320	8,320
San Mateo County Library Joint Powers Authority	157,388	135,028	137,366
<b>Contributions Total</b>	<b>234,363</b>	<b>207,033</b>	<b>209,341</b>
<b>Sponsorships:</b>			
Agricultural Workshop	5,000	5,000	5,000
Disaster Preparedness Day	5,000	5,000	5,000
Homeownership and Foreclosure Prevention Events	23,500		
Middlefield Road Cultural Festival	20,000	25,000	25,000
Older Driver Traffic Safety Seminars	5,000	5,000	5,000
Public Health Events	17,000		
Seniors on the Move Conference	25,000	25,000	25,000
Streets Alive	5,000	5,000	5,000
<b>Sponsorships Total</b>	<b>105,500</b>	<b>70,000</b>	<b>70,000</b>
<b>Grand Total</b>	<b>650,036</b>	<b>610,139</b>	<b>612,477</b>

## County Management (1210P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	18.0	19.0	17.0	16.0	(1.0)	16.0	
Funded FTE	18.0	19.0	18.0	16.0	(2.0)	16.0	
<b>Total Requirements</b>	5,357,400	4,559,433	4,617,395	4,967,751	350,356	4,938,508	(29,243)
<b>Total Sources</b>	2,064,807	1,883,682	936,551	215,000	(721,551)	154,754	(60,246)
<b>Net County Cost</b>	3,292,594	2,675,751	3,680,844	4,752,751	1,071,907	4,783,754	31,003

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; addition appropriation for the cost of two new Rotational Analysts; reclassifications; transfer of lobbying contracts from Non-Departmental Services to County Management; transfer of one Fellowship position and corresponding reimbursement from County Management to Special Projects and Grants; and increases in service charges.

Total Requirements	Total Sources	Net County Cost	Positions
470,387	(721,551)	1,191,938	0

#### 2. Transfer of Web Position to Information Services Department

One filled supervising Management Analyst III position supporting the digital government and web efforts was transferred from County Management to the Information Services Department.

Total Requirements	Total Sources	Net County Cost	Positions
(120,031)	0	(120,031)	(1)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
350,356	(721,551)	1,071,907	(1)

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reductions in miscellaneous service charges and elimination of one-time Fund Balance spent in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
(29,243)	(60,246)	31,003	0

## Clerk of the Board (1215P)

### Program Locator

#### County

Administration and Fiscal  
County Manager's Office  
Clerk of the Board

### Program Outcome Statement

Provide timely service and access to public records to both the Board of Supervisors and to the public

### Program Results

The Clerk of the Board provides support to the Board of Supervisors by maintaining the official current and historical records of the Board of Supervisors and administers the process for appointments to the Board and Commissions. Additionally, the Clerk is responsible for responding to requests from the public by processing requested information and providing assistance to the assessment appeals process.

The Clerk of the Board implemented SIRE to automate the Board of Supervisors' agenda process. The newly automated Board Agenda process now allows all departments to electronically submit their agenda items and provide them the ability to upload to the system all related supporting documents which can then be routed through a workflow process for changes and approvals. The agenda is compiled electronically and the agenda packets are delivered as a PDF file for electronic review for the Board meeting. As a result of the automated process, all departments in the County have been positively impacted by, not only saving organizational time and money, but also approximately 62.5% in total reduction of paper usage has been achieved. This process has also allowed the County to collectively reduce its carbon footprint and paper consumption while realizing cost savings in paper purchases, toner cartridge usage, and expended time in agenda preparation. In the next year, historical records will be made available to the public through the County's website.

The automation of the Boards and Commissions will be fully implemented allowing the management of its membership and impending vacancies. The automated process will allow the commissions to create and post their agendas and minutes.

The Assessment Appeals Board continued their improvements by revising and streamlining process procedures in an effort to reduce staff workload. The use of technology to improve the application process will be explored in the next year to allow better case management of each appeal.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Supervisors satisfied with Clerk of the Board services	100%	100%	100%	100%	100%
Percent of Board agenda items published online and on time	100%	100%	100%	100%	100%

## Clerk of the Board (1215P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	3.0	3.0	3.0	3.0		3.0	
Funded FTE	3.0	3.0	3.0	3.0		3.0	
Total Requirements	639,724	544,083	593,113	841,519	248,406	859,842	18,323
Total Sources	210,057	215,445	141,361	80,250	(61,111)	80,250	
Net County Cost	429,667	328,638	451,752	761,269	309,517	779,592	18,323

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; addition of extra help to support Boards and Commissions, conversion project for transfer from microfiche to digital information; SIRE system automation project for Assessment and Appeals; transfer of SIRE system ongoing maintenance costs from Non-Departmental Services to Clerk of the Board; elimination of one time Fund Balance partially offset with an increase in state revenue.

Total Requirements	Total Sources	Net County Cost	Positions
248,406	(61,111)	309,517	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; computer replacements in alignment with the departmental automation plan that are partially offset with miscellaneous reductions in service charges.

Total Requirements	Total Sources	Net County Cost	Positions
18,323	0	18,323	0

## Special Projects and Grants (1217P)

### Program Locator

County

Administration and Fiscal

County Manager's Office

▷ **Special Projects and Grants**

### Program Outcome Statement

The Special Programs and Grants unit of the County Manager's Office includes grant funds for the Energy Upgrade, Connect, Redwood City and Bay Area Bike Share projects. Together, the grants will reduce county greenhouse gas emissions by promoting residential energy efficiency and reducing commute congestion and the number of single driver car trips. This budget unit also includes a new category of funds for emerging community issues in the unincorporated area. These funds will be used to promptly resolve small, but important neighborhood concerns and provide support to the three Community Councils. The unit also includes support for the County Center for Continuous Process Improvement which assists departments in streamlining their work and funds for special projects led by the County Manager's Office. County memberships and contributions are also included in this unit.

### Program Results

While this budget unit includes a diverse set of activities, together the projects will improve citizen engagement, increase County productivity and responsiveness to citizen requests, and reduce Countywide greenhouse gas emissions.

#### Energy Upgrade California

The first cycle of the Energy Upgrade California program in San Mateo County ran from August 2010 to April 2012. Initially, the program had high targets of 1000 total retrofits by March 2013 (50 retrofits per month). The program then ran again from October to December 2012. However, a number of factors contributed to achieving a lower actual number of retrofits than targeted: delays in program launch due to delayed grant contract and budget amendment approval; lack of financing for homeowners with the loss of PACE financing; low rebate amounts; lack of sustained marketing; low payback rates for the program for homeowners due to the temperate climate and low utility bills; and more.

The second cycle of Energy Upgrade California for homeowners has not yet fully launched as of July 2013. It is anticipated to fully launch in the late summer or early fall of 2013. Based on results and challenges from the first cycle and the late program launch, revisions to the rebate program are being made and lower retrofit targets have been set.

A multi-family rebate program launched in July 2013. Targets are based on program goals approved by the California Public Utilities Commissions.

#### Transportation Grants

The County's grants for Connect, Redwood City! and its work on the bike sharing pilot are designed to lower greenhouse gas emissions from employee commutes by promoting transit, commute alternatives, and telework. Work on the Connect, Redwood City! grant began in October 2012. The bike sharing program will be available to employees and the public in August 2013.

Municipalities typically conduct a Greenhouse Gas Inventory only every 5 years for employee commutes. The County has greenhouse gas emission data from employee commutes for 2005 and 2010. In 2010 employee commutes

generated 13,074 MT of CO<sub>2</sub>e. Beginning in 2013, the County will work to measure these emissions annually. The County is currently in the process of analyzing the 2013 data.

The Climate Action Plan guiding emissions reductions strategies and targets was approved in September 2012. The targets are based on the County's Climate Action Plan, which commits to reducing GHG emissions 15% below the 2005 baseline by 2020. Alternate Work Schedules are expected to generate 484 MT CO<sub>2</sub>e reductions per year. Bike sharing could increase uptake in the Commute Alternatives Program by making transit more accessible.

#### Center for Continuous Process Improvement

The purpose of the Center for Continuous Process Improvement (CCPI) Program is to foster a countywide culture of continuous improvement through a consistent and systematic approach using LEAN methodologies to maximize value, improve quality and eliminate sources of wasteful activities. This long-term strategic program aligns with mission critical activities at the County level and in Departments by improving services, reducing waste, and increasing overall satisfaction for residents, customers, clients, and employees. This program is driven by motivated employees across the County who are vital sources of expertise in achieving data-driven and fact-based improvement through diverse perspectives resulting in the design of innovative solutions. The program requires the use of performance metrics and frequent progress reports to demonstrate continuous improvements in service delivery, reductions of waste and use of resources for maximized value.

#### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Total Energy Upgrade home retrofits	183	367	100	291	161
Total Energy Upgrade multi-family units receiving rebates <sup>1</sup>	---	---	---	333	167
CO <sub>2</sub> e reductions due to transportation grants (Metric Tons CO <sub>2</sub> e) <sup>1</sup>	---	242	Data not yet available	484	484
Time from community issue identification to resolution <sup>1</sup>	---	---	---	---	---
Number and percent of CCPI events resulting in increased productivity and/or reduced processing time <sup>1</sup>	---	---	---	TBD / 90%	TBD / 90%

<sup>1</sup> These performance measures are new for FY 2013-14.

## Special Projects and Grants (1217P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	4.0	4.0	1.0	2.0	1.0	2.0	
Funded FTE	4.0	4.0	1.0	2.0	1.0	2.0	
<b>Total Requirements</b>	1,705,158	1,788,962	4,144,323	1,268,974	(2,875,349)	1,209,439	(59,535)
<b>Total Sources</b>	508,851	501,205	3,120,180	275,000	(2,845,180)	211,742	(63,258)
<b>Net County Cost</b>	1,196,307	1,287,757	1,024,143	993,974	(30,169)	997,697	3,723

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; a reduction in Transportation grant and Green Team revenue that was partially offset with an increase in Energy Upgrade grant revenue and reductions in grant related expenditures; transfer of all Web project related costs to Information Services; addition of Workforce Investment Board contract costs; and reductions in Memberships and Contribution costs.

Total Requirements	Total Sources	Net County Cost	Positions
(4,251)	(142,375)	138,124	0

#### 2. Transfer Second Chance and Achieve 180 Grants to Probation Department

The Second Chance and Achieve 180 programs, including one Management Analyst position have been transferred from County Management to the Probation Department.

Total Requirements	Total Sources	Net County Cost	Positions
(3,248,308)	(2,896,180)	(291,790)	(1)

#### 3. Add New Energy Upgrade Program Positions

One new unclassified Management Analyst I position and one new unclassified Community Program Specialist position have been added to support BayREN and Last Mile programs. Costs are fully offset with grant funding.

Total Requirements	Total Sources	Net County Cost	Positions
193,375	193,375	0	2

#### 4. Project Manager Support for Continuous Process Improvement Program

Appropriation for a Project Manager has been added to the countywide Center for Continuous Process Improvement (CCPI) program. The Project Manager will support program implementation and maintenance.

Total Requirements	Total Sources	Net County Cost	Positions
183,835	0	183,835	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(2,875,349)	(2,845,180)	(30,169)	1

#### FY 2014-15 Program Funding Adjustments

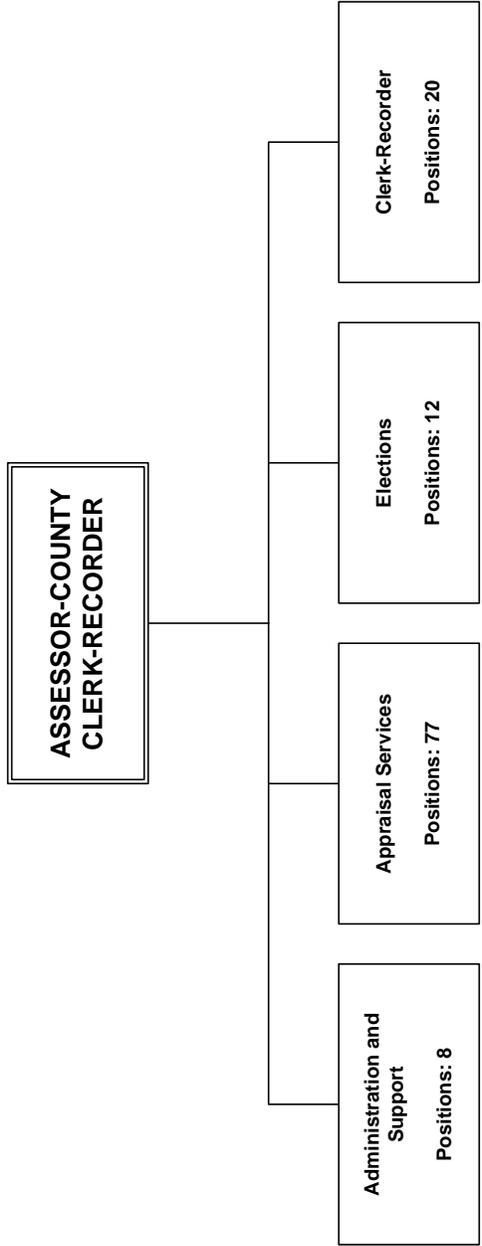
The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and reductions in short term Green Team and Energy Upgrade and Transportation grant funding and corresponding expenditure.

Total Requirements	Total Sources	Net County Cost	Positions
(60,920)	(63,258)	2,338	0

# ASSESSOR - COUNTY CLERK - RECORDER



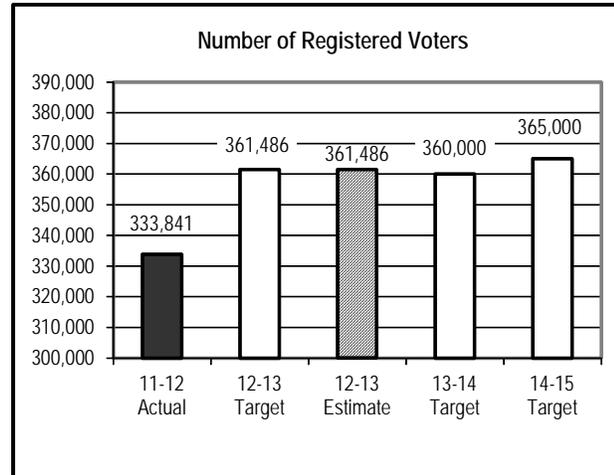
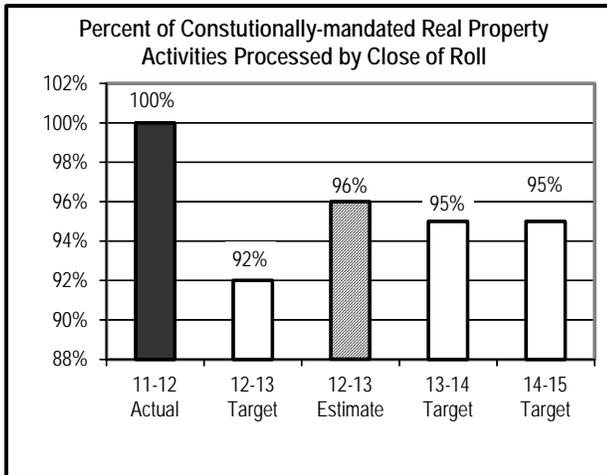
## Department Locator

### County

Administration and Fiscal

### ▷ Assessor-County Clerk-Recorder

## Key Performance Measures



## Mission Statement

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

## Overview

The Assessment Services Division produces equitable, timely and accurate tax roll assessments of real and personal property that generates property tax revenues which fund the delivery of essential community services. Staff defends the County's valuations before the Assessment Appeals Board and the Courts. The Assessor Roll Tracker provides real-time roll data for Land and Improvement roll changes that benefits local government in managing revenue changes and impacts of appeals, open activities and supplemental changes.

The Registration and Elections Division acts as a resource for voting and registration information and promotes civic involvement in the election process by registering eligible voters and conducting honest and accurate SamCERA, local, state and federal elections.

The Clerk-Recorder Division creates, maintains, preserves and provides access to public records (e.g., birth, death and marriage certificates), processes marriage licenses and fictitious business names, records documents of private property ownership and collects transfer tax when properties change ownership, 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. The Clerk-Recorder serves as the filing officer for, among other filings, Conflict of Interest Code and Loyalty Oaths.

The Assessment Services Division produced a \$147.25 billion local property assessment roll on schedule in FY 2012-13. With the help of five new appraisers in FY 2012-13, this division more timely processes decline in value requests and has significantly reduced the backlog of assessment appeal cases. A continued increase in the number of decline

in value applications and assessment appeals will continue as the economic recovery trends upward. The trends have resulted in large increases to the enrollment of assessments and a growing backlog of complex appraisals. In order to mitigate this increased backlog of Assessment Appeal filings, the division dedicated a team of six appraisers and a supervisor to deal solely with routine Assessment Appeal cases. This team has developed standardized case preparation and presentation templates, realizing process efficiencies.

The Elections program implemented a state online voter registration tool for enrolling citizens prior to the 2012 Presidential General Election. The new option resulted in 23,653 of the 44,723 (52.89%) voter registration applications received and processed electronically during the three months preceding the election. The processing time for registrations was reduced by 72.24%, and resulted in an estimated \$6,321 in labor costs in the three month period.

The Clerk-Recorder significantly increased the number of electronically recorded documents, from 15% in FY 2011-12 to 23% in FY 2012-13. Electronic recording reduces the amount of staff time needed to process and retrieve documents and makes documents more accessible to the public.

The Assessment Services Division will evaluate the needs for a new or upgraded property tax system and work collaboratively with other departments to determine how best to address those needs on both a short and long term basis. The assessments and assessment appeals of bio tech, high-tech and life sciences properties such as Genentech and Facebook continue to be a challenge.

The County is the official custodian of various records, including the County's historical Grantor/Grantee index books. The books have been digitized and made available to the public. Now the preservation for the future generations is needed. In FY 2013-14, the Clerk-Recorder Division will begin the lengthy process of preserving these historical documents. In the next three years, the Clerk-Recorder will be finishing the final phase of the Social Security Number Truncation Program. This project entails converting microfilm records from 1980 to 1996 into digital documents so that the first five digits of Social Security numbers can be redacted.

As the percentage of ballots cast by mail increases, the related costs continue to increase. We will seek to minimize these increases in the next two years by improving operating processes and seeking legislative change to remove costly restrictions on elections procedures.

## Assessor-County Clerk-Recorder (1300B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	491,391	11,239	8,600	23,000	14,400	21,000	(2,000)
Charges for Services	9,171,873	10,076,852	9,940,109	11,132,722	1,192,613	8,968,592	(2,164,130)
Miscellaneous Revenue	54,386	109,133	39,000	25,800	(13,200)	17,000	(8,800)
<b>Total Revenue</b>	<b>9,717,649</b>	<b>10,197,224</b>	<b>9,987,709</b>	<b>11,181,522</b>	<b>1,193,813</b>	<b>9,006,592</b>	<b>(2,174,930)</b>
Fund Balance	1,556,215	1,897,548	2,188,293	2,335,895	147,602	1,324,976	(1,010,919)
<b>TOTAL SOURCES</b>	<b>11,273,864</b>	<b>12,094,772</b>	<b>12,176,002</b>	<b>13,517,417</b>	<b>1,341,415</b>	<b>10,331,568</b>	<b>(3,185,849)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	13,962,264	14,103,854	15,328,603	16,910,406	1,581,803	16,427,726	(482,680)
Services and Supplies	3,721,169	3,987,536	3,910,045	5,415,037	1,504,992	3,863,345	(1,551,692)
Other Charges	2,185,951	2,067,748	2,139,767	1,742,614	(397,153)	1,718,464	(24,150)
Fixed Assets	55,972		374,080	300,000	(74,080)		(300,000)
<b>Gross Appropriations</b>	<b>19,925,357</b>	<b>20,159,138</b>	<b>21,752,495</b>	<b>24,368,057</b>	<b>2,615,562</b>	<b>22,009,535</b>	<b>(2,358,522)</b>
Intrafund Transfers	(1,348,138)	(1,791,736)	(2,223,000)	(2,289,000)	(66,000)	(2,979,000)	(690,000)
<b>Net Appropriations</b>	<b>18,577,218</b>	<b>18,367,402</b>	<b>19,529,495</b>	<b>22,079,057</b>	<b>2,549,562</b>	<b>19,030,535</b>	<b>(3,048,522)</b>
Contingencies/Dept Reserves	689,203	826,373	1,469,325	716,927	(752,398)	716,927	
<b>TOTAL REQUIREMENTS</b>	<b>19,266,421</b>	<b>19,193,775</b>	<b>20,998,820</b>	<b>22,795,984</b>	<b>1,797,164</b>	<b>19,747,462</b>	<b>(3,048,522)</b>
<b>NET COUNTY COST</b>	<b>7,992,557</b>	<b>7,099,003</b>	<b>8,822,818</b>	<b>9,278,567</b>	<b>455,749</b>	<b>9,415,894</b>	<b>137,327</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	114.0	112.0	117.0	117.0		117.0	
Funded FTE	113.4	111.5	114.4	116.9	2.6	116.9	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$1,341,415 or 11% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$14,400 in this funding source due to increases in federal grant and election postage reimbursement from the State.

#### Charges for Services

There is a net increase of \$1,192,613 in this funding source primarily due to an increase of \$821,150 in election services provided to other agencies; a trust fund transfer of \$300,000 for the replacement of the elections phone system; an increase of \$575,270 in document recording fees; an increase of \$100,000 in the supplemental tax administration fees; and an increase of \$46,000 in other services. These increases were partially offset by a decrease of \$100,000 in the property tax administration fees and a \$549,807 reduction of trust fund funding.

#### Miscellaneous Revenue

There is a net decrease of \$13,200 in this funding source due a decrease in election data sales.

#### Fund Balance

There is a net increase of \$147,602 in this funding source primarily due to salaries and benefits savings from vacancies in permanent positions.

### TOTAL REQUIREMENTS

Total Requirements increased by \$1,797,164 or 8.6% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$1,581,803 in this expenditure category primarily due to an increase of \$541,980 from adding five Appraiser II-U positions mid-year; an increase of \$451,308 in benefit costs; an increase of \$278,515 in extra-help for roll close and administration and support; and an increase of \$310,000 in election labor costs for scheduled Uniform District Election Law (UDEL) and Gubernatorial Primary elections in FY 2013-14.

#### Services and Supplies

There is a net increase of \$1,504,992 in this expenditure category primarily due to increases of \$200,000 for the evaluation of assessment system services; \$100,000 for election operational audit services; \$640,000 for election services for two scheduled elections; \$325,000 for recording system upgrades; \$139,992 for anticipated cost increases; and \$600,000 for assessment system and election equipment replacement trust funds. This increase was partially offset by \$500,000 due to elimination of prior year transfer for the assessment system trust fund.

#### Other Charges

There is a net decrease of \$397,153 in this expenditure category due to an adjustment in facility rental and automation charges; and the elimination of a one-time insurance adjustment.

#### Fixed Assets

There is a net decrease of \$74,080 in this expenditure category due to the elimination of \$374,080 for one-time purchases. This decrease was partially offset by an increase of \$300,000 for the election new phone system.

### Intrafund Transfers

There is a net increase of \$66,000 in this expenditure category due the elimination of \$2,223,000 from General Fund for one election in FY 2012-13 and a reimbursement of \$2,289,000 from the General Fund to cover two major elections during FY 2013-14.

### Contingencies/Departmental Reserves

There is a net decrease of \$752,398 in this expenditure category due to a decrease of \$600,000 in Reserves to set aside funds for the property assessment system and election equipment; a decrease of \$200,000 for the evaluation of assessment system project; a decrease of \$100,000 for consultant services needed for the operational audit of the Elections division; and an increase of \$147,602 in savings from vacancies in permanent positions. The balance in General Fund Reserves represents 3.2% of Net Appropriations, which exceeds the County 2% Reserves policy by \$275,346.

### **NET COUNTY COST**

There is a net increase of \$455,749 or 5.2% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### **TOTAL SOURCES**

Total Sources decreased by \$3,185,849 or 23.6% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$2,000 in this funding source due to a reduction in election postage reimbursement from the State.

#### Charges for Services

There is a net decrease of \$2,164,130 in this funding source primarily due to a removal of \$1,809,000 election services reimbursement for FY 2012-13; a decrease of \$300,000 for the election phone system; a decrease of \$226,852 for various recording system upgrades. This decrease was partially offset by \$171,722 increases in various services charges.

#### Miscellaneous Revenue

There is a net decrease of \$8,800 in this funding source primarily due to fewer sales in election data for one scheduled election.

#### Fund Balance

There is a decrease of \$1,010,919 in this funding source due to reduced savings in FY 2013-14.

### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$3,048,522 or 13.4% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$482,680 in this expenditure category primarily due to a decrease of \$605,000 labor costs as fewer elections are scheduled in FY 2014-15. This decrease is partially offset \$122,300 in health benefits increases.

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### Services and Supplies

There is a net decrease of \$1,551,692 in this expenditure category primarily due to a decrease of \$489,000 in election expense; a decrease of \$600,000 for assessment system and election equipment trust accounts; a decrease of \$625,000 in one-time projects; and an increase of \$162,308 in operational services.

### Other Charges

There is a net decrease of \$24,150 in this expenditure category primarily due to a decrease in ISD services for one scheduled election.

### Fixed Assets

There is a decrease of \$300,000 due to the elimination of one-time purchases.

### Intrafund Transfers

There is a net increase of \$690,000 in this expenditure category primarily due to the elimination of a \$2,289,000 reimbursement from the General fund for Gubernatorial Primary elections in FY 2013-14; and an increase of \$2,979,000 from the General Fund reimbursement for Gubernatorial General election for FY 2014-15.

### **NET COUNTY COST**

There is an increase of \$137,327 or 1.5% in this Department's General Fund allocation.

## Appraisal Services (1310P)

### Program Locator

#### County

Administration and Fiscal

Assessor-County Clerk-Recorder

#### ▷ Appraisal Services

### Program Outcome Statement

Produce equitable, timely and accurate property tax assessment rolls

### Program Results

Annually, the Assessor's Division values and enrolls all tangible property, including residential, commercial, agricultural and business personal property interests in the county. The property tax generated by this activity is an essential revenue source for local government. The program preserves taxable value by defending property owner challenges to the Assessor's opinion of value before the Assessment Appeal Board and the courts. In FY 2012-13, staff processed 39,400 transfer, sale, new construction and remodel events that occur when properties change ownership, are newly constructed or altered by a remodel, and reviewed 36,000 properties for declines in value. Staff also audited 274 major businesses for declaration compliance and reviewed 18,000 (Est. by June 30) annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was provided to 23 property owners whose property was damaged or destroyed due to disaster. Additionally, the program provided 1,312 exemptions to religious and non-profit organizations with an assessed value of \$3.43 billion and 130,610 homeowners' tax exemptions. Staff anticipates resolving 2,100 property assessment appeals in FY 2012-13, which is approximately 46% of the total outstanding appeals this year. Resolving these appeals will help preserve the tax base. These figures represent a sizeable increase in the workload over previous years. Staff enhanced the Decline in Value program developed and implemented last year with a more sophisticated valuation model. This model considers comparable sales, with adjustments for significant variables between the comparables and the subject properties. The new model also enables the appraisers to share actual sales data with property owners. The result is a 15% increase in the efficiency of the Decline in Value process and a reduced likelihood of these owners filing assessment appeals.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of Decline in Value Reviews	36,817	37,000	36,500	33,100	29,000
Percent/ Number Assessment Appeals resolved by June 30	45% 2,032	48% 2,130	47% 2,100	49% 2,300	55% 2,400
Property Tax revenue per Assessor staff	\$19.2 M	\$19.5 M	\$19.6 M	\$20 M	\$20.4 M
Benchmark: average of San Francisco and Marin counties	\$12 M	---	---	---	---

## Appraisal Services (1310P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	74.0	72.0	77.0	77.0		77.0	
Funded FTE	73.4	71.7	74.4	76.9	2.5	76.9	
<b>Total Requirements</b>	10,487,857	10,922,690	12,306,207	12,623,534	317,327	12,225,097	(398,437)
<b>Total Sources</b>	5,354,904	5,370,783	6,082,099	6,235,701	153,602	5,305,763	(929,938)
<b>Net County Cost</b>	5,132,953	5,551,907	6,224,108	6,387,833	163,725	6,919,334	531,501

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in year end fund balance; and increase in supplement tax administration fee.

Total Requirements	Total Sources	Net County Cost	Positions
617,327	153,602	463,725	0

#### 2. Reductions of Fund Balance and Reserves

Elimination of one-time Fund Balance/Reserves; and transfer of appropriations for evaluation of assessment system services RFP, assessment system trust fund and election equipment trust fund; and operational audit services for Elections Division.

Total Requirements	Total Sources	Net County Cost	Positions
(300,000)	0	(300,000)	0

#### 3. Evaluation of Assessment System

The Appraisal Division's current system, EZ Access, was developed from an out of state system that was not California compliant. It was modified and installed between 1996 (unsecured) and 1999 (secured). The system replaced a number of legacy, separate, non-integrated systems that were not Y2K compliant. In a few years, EZ Access will be twenty years old, and is currently unable to accommodate many of the modern features available in the market, its limited capabilities lead to inefficiencies. Our business process redesign identified our EZ Access system as an impediment in addressing many of the proposed items which would increase the efficiency of our appraisal and assessment functions. Moreover, it lacks modern security capabilities that are required to efficiently review valuation and assessment changes. Technology improvements have highlighted the many inadequacies of the system used to produce our \$156 Billion assessment roll. In order to capture potential efficiencies of technological advances, we plan to conduct a study of system requirements, document and

produce a detailed evaluation of our current system and develop a Request for Proposal (RFP) package. The EZ Access system is a 16 year old system. Although capable of producing the assessment roll, it has deficiencies. This legacy system is not user friendly, difficult to adapt to the new regulations, changing market conditions and operational changes. New applications are needed to improve efficiency, quality of production and better serve our diverse constituents. Although there is typically a negative impact on performance during development and implementation, we are confident that we will see significant improvements in our performance measures post implementation. Departmental Reserves will be used for this project.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	0	200,000	0
(200,000)	0	(200,000)	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
317,327	153,602	163,725	0

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and a decrease in Fund Balance due to reduced year end saving in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
(398,437)	(929,938)	531,501	0

## Administration and Support (1320P)

### Program Locator

#### County

Administration and Fiscal

Assessor- County Clerk- Recorder

▷ **Administration and Support**

### Program Outcome Statement

Maintain the Department's high quality technical and fiscal operations

### Program Results

The Administrative and Support program provides the Assessor, County Clerk-Recorder and Elections Divisions with administrative, fiscal and technological support as well as communications and legislative leadership. Administration and Support serves as the County's filing officer for Loyalty Oaths and approximately 1,500 Conflict of Interest- Form 700s. The program processed over \$9 million of documentary transfer tax distributions to twenty cities and the County in FY 2012-13.

The technical requirements and complexities of our four very diverse functions require significant administrative oversight. The first phase of the department's reorganization has enabled management to better meet these challenges. We have initiated various operational improvements and increased operational efficiency in the newly formed Assessor's Division. We have initiated a recruitment process for the Deputy IT Director position, which will manage key technology projects such as the proposals process for the property assessment system (EZ Access). The department installed and implemented a new storage and backup solution, increasing the speed, reliability and storage capacity of our servers. The installation of a new AS/400 enables the property assessment system to process batch information up to twenty times faster, resulting in a more efficient staff and ensuring the timely closing of the property assessment roll. In FY 2013-14, the department will upgrade to the current version of the department's electronic document management system (FileNet). Management has begun to develop a process for the electronic submission of construction documents used in the appraisal process. This will increase property tax revenue by providing more timely assessments, increase staff productivity, and reduce the need for paper copies. The new process and standards will be implemented in FY 2013-14 and FY 2014-15. The department's numerous policies and procedures will be organized and updated in the next two years. In FY 2013-14, the program will thoroughly analyze the Elections Division's operations, improve the Elections facility and enhance the security of the department's offices at 555 County Center.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of information technology customer service respondents rating services good or better	100%	85%	100%	85%	85%
Amount of property transfer tax collected for taxing agencies	9,544,222	9,830,549	10,566,135	10,671,796	10,778,514
Cost Per Capita Benchmark: average of San Francisco, Marin and Santa Barbara counties.	\$24.90 \$33.95	\$25.10	\$28.40 \$36.46	\$31.16 \$39.18	\$26.20 \$39.75

## Administration and Support (1320P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	8.0	7.0	8.0	8.0		8.0	
Funded FTE	8.0	7.0	7.8	8.0	0.3	8.0	
<b>Total Requirements</b>	1,252,729	1,132,099	1,344,356	1,381,678	37,322	1,402,087	20,409
<b>Total Sources</b>	1,302	403	434,952	205,857	(229,095)	206,319	462
<b>Net County Cost</b>	1,251,427	1,131,696	909,404	1,175,821	266,417	1,195,768	19,947

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in Extra-Help for administration support; and decrease in transfer of trust fund funding.

Total Requirements	Total Sources	Net County Cost	Positions
37,322	(229,095)	266,417	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
20,409	462	19,947	0

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## Elections (1330P)

### Program Locator

#### County

Administration and Fiscal

Assessor- County Clerk- Recorder

▷ **Elections**

### Program Outcome Statement

Register voters and conduct fair and accurate elections

### Program Results

The Registration & Elections Division successfully conducted the November 6, 2012 Presidential General Election, the largest election in a 4-year election cycle. The turnout of 79.83% of registered voters was the highest since 1992, outpacing the state average of 72.36%. The number of registered voters for the presidential election significantly increased from the prior year to 361,486, or 76% of eligible voters. Registration will decrease slightly in the following years, as voters who move away from their registered addresses often delay registering to vote under their new addresses. Voter outreach efforts will be put in place to maintain interest in lesser non-presidential elections.

The popularity of casting ballots by mail in San Mateo County continues to rise. For the first time in a presidential election, County voters cast more ballots using the vote by mail method than at the polls, 57.48% to 41.31% of ballots cast. With this trend, it is expected that the cost to mail and process vote by mail ballots will continue to increase, while costs to recruit and train poll workers will remain constant. In the next two years, we will improve processes in order to reduce the cost of vote-by-mail balloting. We will also seek legislative relief to reduce costs by permitting local jurisdictions to conduct elections entirely by mail and expanding the allowable number of registered voters per precinct in order to decrease the total number of poll workers needed.

The installation of a new integrated telephone system in FY 2013-14 will improve customer service and staff efficiency during elections.

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Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of eligible voters registered to vote <sup>1</sup>	70.7%	71%	76%	72%	73%
Percent of registered voters who voted in the last election <sup>1</sup>	28.7%	77%	80%	28%	62%
Cost of election per registered voter	\$1.73	\$1.80	\$1.56	\$1.80	\$1.40
Benchmark: average of Fresno and Kern counties	\$2.25	\$1.85	\$1.85	\$1.82	\$1.45

<sup>1</sup> FY 2011-12 and FY 2012-13 data is based on statistics from the November 2011 Consolidated Local Election and the November 2012 Presidential General Election. FY 2013-14 and FY 2014-15 targets are for the November 2013 Consolidated Local Election and the November 2014 Gubernatorial General Election.

## Elections (1330P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	11.0	12.0	12.0	12.0		12.0	
Funded FTE	11.0	11.8	12.0	12.0		12.0	
<b>Total Requirements</b>	3,980,425	4,047,682	3,437,963	4,873,729	1,435,766	2,496,500	(2,377,229)
<b>Total Sources</b>	2,306,976	2,741,531	1,071,450	2,191,800	1,120,350	72,000	(2,119,800)
<b>Net County Cost</b>	1,673,449	1,306,151	2,366,513	2,681,929	315,416	2,424,500	(257,429)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and elimination of FY 2012-13 election related reimbursements and expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
(948,234)	(963,650)	15,416	0

#### 2. Election Costs for Two Scheduled Elections:

There are two major elections scheduled for FY 2013-14 versus one major election in FY 2012-13. The Uniform District Election Law for consolidated municipal, school and special district elections (UDEL) election is fully funded by the cities and districts. The reimbursement from the General fund offsets election costs for extra-help positions and election related expenditures for 2014 Gubernatorial Primary election.

Total Requirements	Total Sources	Net County Cost	Positions
1,784,000	1,784,000	0	0

#### 3. Election New Phone System:

The design of the current telephone systems supporting the Registration & Elections Division is not integrated and is in need of replacement to meet the call demands for managing a countywide election effectively. The system configuration does not allow callers to be transferred between the different functional areas of operations. The hardware supporting the elections public response call center, an Automated Call Distribution (ACD) server is 15 years old, has no reporting capabilities to manage call traffic dynamically, and is difficult to administer and requires external vendor support for changes. It cannot be expanded to meet the call volumes of a Presidential election, resulting in the use of external call centers. The change will replace the current telephone systems with a modernized solution that is fully integrated and can be dynamically scaled to meet the call demands of our largest countywide elections. Replacing the telephone system with an updated solution will allow interoperability between each of the functional areas of

operation, to meet the call demands of a Presidential countywide election, and provide benefits for the public who will be better served during the conduct of an election. The purchase of the new phone system is fully funded by the Election Equipment Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
300,000	300,000	0	0

**4. Consultants for Operational Audit:**

The misplacement of 65 provisional ballots from the 2012 November Presidential General Election has raised several operational and procedural matters that are best addressed through an independent review and audit of the policies, practices and procedures of the division. To ensure that our elections policies, procedures and practices are improved, administered and maintained to the highest professional election standards. Improve the efficiency of the elections process and minimize the possibility of human error through education and training of staff. The Departmental Reserves will be used to fund this project.

Total Requirements	Total Sources	Net County Cost	Positions
100,000	0	100,000	0

**5. Election Equipment Replacement Trust Fund:**

Fund Balance has decreased to reflect the use for election equipment trust account for future voting equipment purchase.

Total Requirements	Total Sources	Net County Cost	Positions
200,000	0	200,000	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
1,435,766	1,120,350	315,416	0

**FY 2014-15 Program Funding Adjustments**

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; back out FY 2013-14 election reimbursements and expenditures; and elimination of one-time projects.

Total Requirements	Total Sources	Net County Cost	Positions
(2,377,229)	(2,119,800)	(257,429)	0

**2. Scheduled Election:**

There is one major election scheduled for FY 2014-15. The Gubernatorial General Election will be reimbursed from the General Fund, which offsets election costs for Extra-Help positions and election related expenditures.

Total Requirements	Total Sources	Net County Cost	Positions
2,979,000	0	2,979,000	0
(2,979,000)	0	(2,979,000)	0

**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(2,377,229)	(2,119,800)	(257,429)	0

## County Clerk-Recorder (1340P)

### Program Locator

#### County

Administration and Fiscal

Assessor- County Clerk- Recorder

#### ▷ County Clerk- Recorder

### Program Outcome Statement

Record property transactions, issue official certificates/licenses, preserve records

### Program Results

The County Clerk-Recorder Division is responsible for providing direct services to the public, including recording and maintaining real property transactions, issuing vital records (e.g., birth and death certificates), issuing marriage licenses, performing wedding ceremonies, and filing fictitious business name statements as well as other professional registrations. On a daily basis, staff receives 250-300 telephone calls, serves 100-150 walk-in customers, records approximately 800 land-transaction documents and issues approximately 100 certified copies of vital records. Staff has been cross-trained in order to ensure proper coverage at each counter. The office offers twenty public workstations and easy access to searchable databases that yield information in just a few seconds, as well as historical microfilm and books that date back to 1856. In addition, the County Clerk-Recorder is the official guardian of certain historical records for the County. These historical records include maps, land transaction books containing all grantor and grantee names, and microfilm of all recorded documents.

Electronic recording decreases the amount of time it takes to make records available to the public and streamlines the process greatly for the business sector. Currently, all vital records are recorded electronically. We anticipate an increase in electronically recorded land records in FY 2013-14 and FY 2014-15. During these years, the Clerk-Recorder will upgrade its electronic recording application as well as continue to work on the final phase of the State mandated Social Security Number Truncation Program. In this process, the first five digits from all social security numbers will be redacted from documents dated between 1980 and 1996.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of Documents Recorded Electronically	15%	10%	23%	25%	30%
Percent of Surveys Rating Good or Better	93%	85%	87%	85%	85%
Number of recorded documents per Recorder staff member	22,877	22,000	22,000	26,750	28,600
Benchmark: average of San Francisco, Kern, San Joaquin, and Ventura counties	17,979	--	--	--	--

## County Clerk-Recorder (1340P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	21.0	21.0	20.0	20.0		20.0	
Funded FTE	21.0	21.0	20.2	20.0	(0.2)	20.0	
<b>Total Requirements</b>	3,545,410	3,091,304	3,910,294	3,917,043	6,749	3,623,778	(293,265)
<b>Total Sources</b>	3,610,682	3,982,054	4,587,501	4,884,059	296,558	4,747,486	(136,573)
<b>Net County Cost</b>	(65,272)	(890,749)	(677,207)	(967,016)	(289,809)	(1,123,708)	(156,692)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increase in document recording fees partially offset by decreases in facilities rent charges and other program services; and elimination of one-time equipment purchase during FY 2012-13.

Total Requirements	Total Sources	Net County Cost	Positions
(318,251)	(28,442)	(289,809)	0

#### 2. Recorder Systems Upgrades:

The Recording Division needed technical upgrades to the Clerk-Recorder systems which are ten (10) years old and to the E-recording system in order to improve efficiencies in staff productivity as well as more independence from the Technical Unit. These upgrades will streamline the division and make it more efficient. These projects will be funded by the Modernization Trust Fund and Electronic Recording Trust Fund.

Total Requirements	Total Sources	Net County Cost	Positions
325,000	325,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
6,749	296,558	(289,809)	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

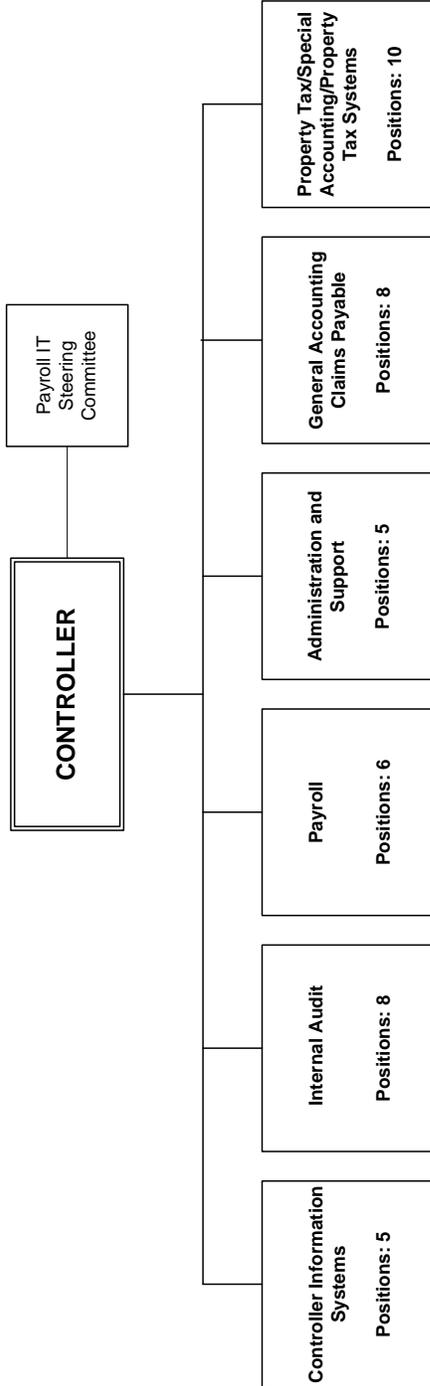
### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; elimination of one-time projects and use of trust fund for the contracts project.

Total Requirements	Total Sources	Net County Cost	Positions
(293,265)	(136,573)	(156,692)	0

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# CONTROLLER'S OFFICE



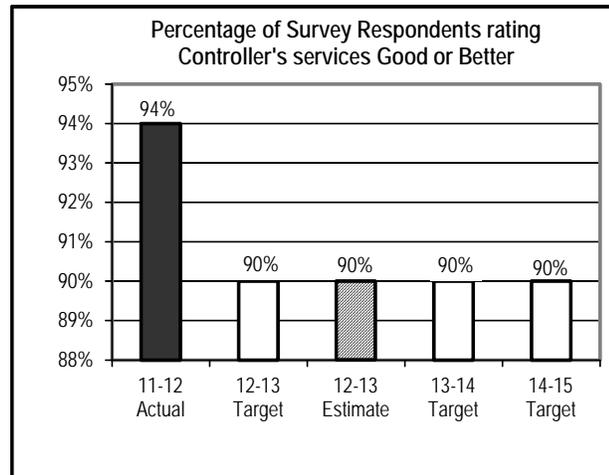
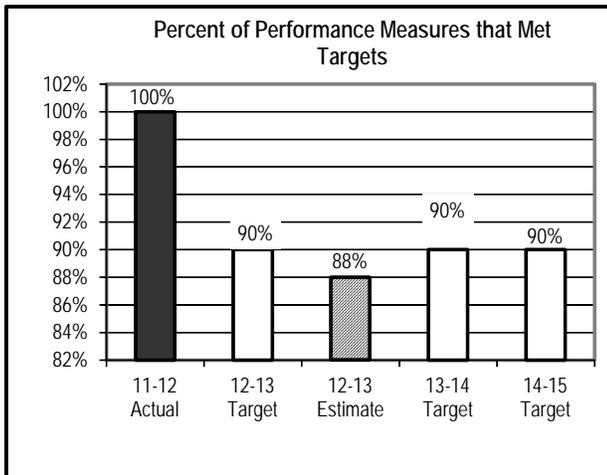
## Department Locator

### County

Administration and Fiscal

### ▷ Controller's Office

## Key Performance Measures



## Mission Statement

The Controller's Office contributes to the stability and efficiency of the County by having a diverse staff who works 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.

## Overview

The Controller's Office provides accounting and financial related services to the County and external governmental entities located within the County. Service provided primarily fall into the areas of: general accounting, payroll, accounts payable, audits, and property taxes. To fulfill these services the Controller's Office utilizes and is responsible for maintaining and improving countywide systems (IFAS for accounting, PIPS for payroll, ATKS for time-keeping, and SMCTAX for property tax) that are used by and/or benefit departments and external entities.

Major accomplishments in FY 12-13 included: implementation of new property tax allocation requirements, with aggressive deadlines and significant complexities, resulting from California's Assembly Bill 26 that dissolved local redevelopment agencies (RDA); deployment of new ATKS 24/7 scheduling and time capture capabilities to increase scheduling efficiencies, improve time-reporting accuracy, and reduce payroll costs at the Medical Center; and implementation of new processes and data interfaces between Caduceus (purchasing and inventory system) and IFAS to eliminate duplicate data entry and improve controls.

The Controller's Office, once again, produced the County's award-winning annual financial reports: the audited Comprehensive Annual Financial Report for 13th consecutive year and Popular Annual Financial Report for the 10th consecutive year. The Office continued to work with Human Resources (HR) and Information Services (ISD) departments to replace the current 20-year old, end-of-life, system with a new HR/Payroll system. We achieved these accomplishments in addition to our statutorily required work that includes meeting biweekly payroll accurately and timely; calculating and distributing secured, unsecured and supplemental property taxes; maintaining our accounting

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system and property tax system; conducting statutory audits; and acting as the County's key accounting internal control center.

Significant initiatives and challenges for next two years include: implementing new HR/Payroll system, in partnership with HR and ISD, to improve processing efficiency and effectiveness by integrating systems and utilizing workflow; transferring Property Tax system to hosted environment, evaluating replacement options, and implementing new system; and migrating our current version of the IFAS accounting system, which will become unsupported at end of 2013, to the latest software version to take advantage of new reporting capabilities and additional functionality, and to continue receiving software support from vendor.

Implementing a new HR/Payroll system will come with challenges. This 2-year project will require re-assigning Payroll program staff to the implementation project team and hiring temporary staff to help back-fill for those working on the project. The ePayables and Accounts Payable (AP) Automation projects are two other significant initiatives that the Controller's Office will lead to implement. The ePayables project will enable the County to issue electronic payments to vendors using merchant credit card accounts, and receive rebates from the bank who administers the ePayables program. These rebates will grow as additional County vendors enroll in this program and more payments are processed via the program. In conjunction with ISD and Public Works, we (the three departments) will conduct a pilot AP Automation project to scan vendor invoices upon receipt, route them electronically to users for approval, and automate the transfer of accounts payable information to our accounting system. If the pilot is successful we will implement this automated solution Countywide. We will measure the increase in discounts received from efficient processing and reduced processing time.

The Audit program's increasing focus on fraud prevention will include designing and implementing new capabilities using ACL (an audit data analysis tool) to automate the identification of unusual, higher-risk financial transactions that may require additional review. In FY 13-14 the Controller's Office will initiate a study to determine the best use of audit resources using a risk based approach and best practices to strengthen internal controls. Audit staff has begun and will continue to assist with the implementation of complex, high-value recommendations and develop ways to measure results, which will include actual budget savings and improved customer service efficiencies.

To increase County employees' awareness and understanding regarding the importance of having and following proper internal control procedures, the Controller's Office will be incorporate internal controls training within all IFAS training courses. To this end, for example, all County fiscal personnel who review, approve and/or process invoice payments will receive internal controls training (i.e., segregation of duties) when participating in mandatory accounts payable courses.

During the next two years we will continue to work on the County's Open Data initiative whose goal is to provide the public, the County's constituents, with access to financial and other information to improve transparency and accountability. In early FY 13-14, we will implement and begin to publish the County's disbursements (accounts payable transactions) via the Open Checkbook project.

Controller's Office (1400B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	10	781					
Intergovernmental Revenues		490,659		250,000	250,000	250,000	
Charges for Services	1,442,495	1,436,949	1,593,631	1,467,476	(126,155)	1,409,506	(57,970)
Interfund Revenue	179,590	94,545	116,723	1,710	(115,013)	1,210	(500)
Miscellaneous Revenue	133,164	12,640		2,000	2,000	2,000	
<b>Total Revenue</b>	<b>1,755,260</b>	<b>2,035,574</b>	<b>1,710,354</b>	<b>1,721,186</b>	<b>10,832</b>	<b>1,662,716</b>	<b>(58,470)</b>
Fund Balance	1,295,954	1,612,514	1,962,495	1,545,092	(417,403)	1,369,783	(175,309)
<b>TOTAL SOURCES</b>	<b>3,051,214</b>	<b>3,648,088</b>	<b>3,672,849</b>	<b>3,266,278</b>	<b>(406,571)</b>	<b>3,032,499</b>	<b>(233,779)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	5,429,038	5,435,380	5,871,227	5,972,008	100,781	5,910,585	(61,423)
Services and Supplies	218,498	18,562	362,895	819,674	456,779	705,873	(113,801)
Other Charges	1,832,014	2,193,616	2,704,284	2,157,322	(546,962)	2,148,989	(8,333)
Fixed Assets		34,472					
<b>Gross Appropriations</b>	<b>7,479,551</b>	<b>7,682,030</b>	<b>8,938,406</b>	<b>8,949,004</b>	<b>10,598</b>	<b>8,765,447</b>	<b>(183,557)</b>
Intrafund Transfers		(22,965)	(58,793)	(255,839)	(197,046)	(255,839)	
<b>Net Appropriations</b>	<b>7,479,551</b>	<b>7,659,065</b>	<b>8,879,613</b>	<b>8,693,165</b>	<b>(186,448)</b>	<b>8,509,608</b>	<b>(183,557)</b>
Contingencies/Dept Reserves	1,041,790	1,119,921	1,000,471	979,430	(21,041)	979,430	
<b>TOTAL REQUIREMENTS</b>	<b>8,521,341</b>	<b>8,778,986</b>	<b>9,880,084</b>	<b>9,672,595</b>	<b>(207,489)</b>	<b>9,489,038</b>	<b>(183,557)</b>
<b>NET COUNTY COST</b>	<b>5,470,127</b>	<b>5,130,898</b>	<b>6,207,235</b>	<b>6,406,317</b>	<b>199,082</b>	<b>6,456,539</b>	<b>50,222</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	42.0	43.0	42.0	42.0		42.0	
Funded FTE	42.0	42.5	41.9	42.0	0.1	42.0	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$406,571 or 11.1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net increase of \$250,000 in this funding source due to reimbursements of administration costs related to dissolution of Redevelopment Agencies.

#### Charges for Services

There is a net decrease of \$126,155 in this funding source due to reduced charges for audit service fees and property tax administration fees. This decrease was partially offset by an increase of \$22,984 due to increased accounting service fees.

#### Interfund Revenue

There is a net decrease of \$115,013 in this funding source due to reduced charges for audit fees and transfer of budgeted accounting fees to Charges for Services.

#### Miscellaneous Revenue

There is a net increase of \$2,000 in this funding source due to expected reimbursement of administrative costs for San Bruno Fire claims.

#### Fund Balance

There is a net decrease of \$417,403 in this funding source due to the change in the County Fund Balance policy that reduced the departmental share from 75% to 50% when calculating the year-end Fund Balance and a \$25,000 transfer of Reserves to non-departmental fund.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$207,489 or 2.1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$100,781 in this expenditure category due to merit increases, pay adjustments, contributions to retirement, insurance cost increases, and Workers' Compensation increases.

#### Services and Supplies

There is a net increase of \$456,779 in this expenditure category due to increased contract services that include fraud prevention audits and services related to RDA dissolution. This increase was partially offset by reducing computer and office related expenses.

#### Other Charges

There is a net decrease of \$546,962 in this expenditure category due to the one time expenditure in prior year that resulted in transferring reserves to ISD for purchase of new HR/Payroll System. This decrease was partially offset by increased ISD service costs

#### Intrafund Transfers

There is a net decrease of \$197,046 in this expenditure category due to increased revenue transfers from non-departmental reserves to pay for property tax system personnel cost.

Contingencies/Departmental Reserves

There is net decrease of \$21,041 in this expenditure category due to a one-time transfer of \$25,000 to Non-Departmental reserves, offset by \$3,959 due to a mid-year Appropriation Transfer Request appropriating property tax revenues into reserves.

**NET COUNTY COST**

There is an increase of \$199,082 or 3.2% in this Department's General Fund allocation.

**FY 2014-15 Budget Overview****TOTAL SOURCES**

Total Sources decreased by \$233,779 or 7.2% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Charges for Services

There is a net decrease of \$57,970 in this funding source due to a decrease in fees collected for adding special charges/taxes to property tax bills. This decrease was partially offset by an increase of \$2,030 in audit fees.

Interfund Revenues

There is a net decrease of \$500 in this funding source due to signing bonus for wellness program not anticipated for second year.

Fund Balance

There is a net decrease of an estimated \$175,309 in this funding source due to the change in the County Fund Balance policy that reduced the departmental share from 75% to 50% when calculating the year-end Fund Balance.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$183,557 or 1.9% from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net decrease of \$61,423 in this expenditure category due to previous year double fill and differential that is not anticipated to continue in next year. This decreases was partially offset by increased benefits costs.

Services and Supplies

There is a net decrease of \$113,801 in this expenditure category due to fewer contracted services.

Other Charges

There is a net decrease of \$8,333 in this expenditure category due to a decrease in telephone and ISD service charges. This decrease was partially offset by \$2,686 in increased rent changes.

**NET COUNTY COST**

There is an increase of \$50,222 or 0.8% in this Department's General Fund allocation.

## Administration (1411P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

#### ▷ Administration

### Program Outcome Statement

Improve Department performance through strategy, guidance and support

### Program Results

The Administration Program strategically plans and directs the work of all Controller's Office programs and manages the Department's personnel, budget, contracts, purchases, payables, and training. The Program ensures that the Department operates effectively and efficiently, and manages countywide contracts and projects that benefit multiple County departments. The Program coordinates the County's recovery of reimbursements for disaster-related losses and costs, and works with departments and consultants to prepare the annual A-87 Cost Allocation Plan so as to maximize funding from grants and other sources. The Program's management of the countywide SB-90 reimbursement claims for State mandated activities also helps to maximize the County's claim amounts. This Program's goal is to meet targets on 90% of the department's programs' performance measures, for 90% of survey respondents to rate the Controller's Office services good or better, and for all department employees to participate in Employee Wellness or Employee Engagement programs.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of personnel who participate in Employee Wellness or Employee Engagement Programs <sup>1</sup>	---	---	---	100%	100%

<sup>1</sup> This is a new performance measure for FY 2013-14.

## Administration (1411P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	7.0	6.0	5.0	5.0		5.0	
Funded FTE	7.0	5.8	4.9	5.0	0.1	5.0	
Total Requirements	2,123,951	1,884,704	1,388,947	1,656,659	267,712	1,529,532	(127,127)
Total Sources	545,457	528,304	533,749	747,780	214,031	571,971	(175,809)
Net County Cost	1,578,493	1,356,400	855,198	908,879	53,681	957,561	48,682

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs, transfer of fund balance from Payroll IT to Administration program, reduced department fund balance per FY 12-13 year-end calculation, increase to double-fill the Administration program manager position, and increases to ISD internal service fees due to transfer of all Controller's program service costs into the Administration program.

Total Requirements	Total Sources	Net County Cost	Positions
267,712	214,031	53,681	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; reduced department fund balance per FY 13-14 year-end calculation, and exclusion of costs to double-fill the Administration Division Manager position.

Total Requirements	Total Sources	Net County Cost	Positions
(127,127)	(175,809)	48,682	0

## Internal Audit (1421P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

#### ▷ **Internal Audit**

### Program Outcome Statement

Mitigate financial risks and improve operations countywide

### Program Results

The Program conducts financial, compliance and operational audits for County departments and related entities to meet reporting and compliance requirements, reduce financial risk, and identify opportunities for the County to increase revenues, reduce costs, and operate more efficiently. The objective is to ensure policies are adequate and are being complied with, and that controls are operating effectively to minimize the risk of errors and fraud. The Program provides assistance with the annual Single Audit to help the County meet reporting requirements for federal grants totaling \$150 million. The Program also made significant contributions to purchasing and contracting processes by ensuring that internal controls are not compromised as changes are implemented due to legislative changes, system modifications or County initiatives.

During FY 12-13, the program began a project to continuously monitor the County's disbursements, and conducted reviews that focused on cash handling and receipts, employee reimbursements, petty cash, and use of gift and credit cards. The Program also strengthens financial reporting controls by ensuring that deficiencies noted by external auditors in the County's Comprehensive Annual Financial Report and Single Audit are corrected in a timely manner. In FY 13-14 the Program will initiate a study to determine the best use of its resources using a risk based approach and best practices to strengthen internal controls and increase countywide oversight.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of County-wide fraud awareness audits conducted <sup>1</sup>	---	---	---	3	3
Use of automated audit software (ACL): a) number of scripts run, b)% of exceptions reviewed <sup>1</sup>	---	---	---	3 / 100%	5 / 100%
Percent of total available time spent on audits, above average of comparable counties <sup>1</sup>	---	---	---	70%	70%

<sup>1</sup> These are new performance measures for FY 2013-14.

## Internal Audit (1421P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	9.0	9.0	8.0	8.0		8.0	
Funded FTE	9.0	8.7	8.0	8.0		8.0	
Total Requirements	1,324,214	1,265,421	1,344,647	1,386,121	41,474	1,419,080	32,959
Total Sources	142,145	477,657	133,897	13,028	(120,869)	15,058	2,030
Net County Cost	1,182,069	787,764	1,210,750	1,373,093	162,343	1,404,022	30,929

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs, reduced audit fees due to fewer paid audits performed, and increased contracts for fraud prevention services.

Total Requirements	Total Sources	Net County Cost	Positions
41,474	(120,869)	162,343	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; increases to audit fees; and increases to contracts for audit services.

Total Requirements	Total Sources	Net County Cost	Positions
32,959	2,030	30,929	0

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## Payroll Services (1431P)

### Program Locator

#### County

Administration and Fiscal

Controller's Office

#### ▷ Payroll Services

### Program Outcome Statement

Ensure accurate compensation is provided to employees

### Program Results

The Payroll Services program is responsible for processing bi-weekly payroll for approximately 8,500 employees who work for San Mateo County, San Mateo County Courts, and several special districts. The ATKS timekeeping and PIPS payroll systems are used to process timesheet data and calculate payroll. The program is responsible for processing employee payroll requests; payroll/employment tax reports to State and Federal governments; annual W-2 forms for employees; State Disability and Workers' Compensation reporting, retirement contributions and payroll garnishments. The Payroll Common (IT) portion of the program is managed by the Payroll Steering Committee, composed of Department Heads from the Information Services, Human Resources, Controller's Office, and the County Manager's Office. Payroll supports and maintains all software and hardware needs for the PIPS and ATKS systems; improves usability of these systems; designs, develops and implements new processes to ensure the systems operate efficiently and effectively. The program also manages required system and process updates to remain current with federal and state payroll statutes and regulations, and changes to labor agreements. Modifications to the PIPS system were implemented to comply with legislative changes per California's Public Employees' Pension Reform Act (PEPRA).

The program ensures timely and accurate payment of wages and benefits to employees. The percent of payroll checks issued correctly is normally above 99%. The program implemented and deployed new ATKS 24/7 scheduling and time capture capabilities to increase scheduling efficiencies, improve time-reporting accuracy, and reduce payroll costs at the Medical Center. These capabilities will be rolled-out to other departments with 24/7 operations. The Payroll Steering Committee is working to purchase a new HR/Payroll system that will replace PIPS, integrate with other systems, and further automate/streamline manual payroll and HR processes.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of payroll checks issued correctly	99.9%	99%	99%	99%	99%
Percent of payroll transactions processed electronically <sup>1</sup>	---	---	---	95%	95%
Percent of payroll checks direct deposited, compared to the average of other comparable counties <sup>1</sup>	---	---	---	95%	95%

<sup>1</sup> These are new measures for FY 2013-14.

## Payroll Services (1431P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
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	2,242,305	2,670,309	2,765,039	2,139,775	(625,264)	2,146,722	6,947
Total Sources	358,527	637,778	677,298	21,217	(656,081)	21,217	
Net County Cost	1,883,778	2,032,531	2,087,741	2,118,558	30,817	2,125,505	6,947

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; exclusion of one-time transfer of reserves to Information Service Department in anticipation of purchasing a new HR/Payroll system; transfer of fund balance from Payroll to Administration Division; and adjusted revenues due to reduced payroll services to special districts.

Total Requirements	Total Sources	Net County Cost	Positions
(625,264)	(656,081)	30,817	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion merit increases and changes to health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
6,947	0	6,947	0

## Controller Information Systems (1432P)

### Program Locator

County

Administration and Fiscal

Controller's Office

▷ **Controller Information Systems**

### Program Outcome Statement

Improve and maintain the County's financial accounting system

### Program Results

The Controller's Information Systems Program maintains and continually improves the County's financial accounting (IFAS) system. The Program trains over 200 IFAS users annually to reduce the number of processing errors and improve efficiency. The Program also: ensures that IFAS is available for use during business hours, evaluates accounting risks, and takes steps to maintain and strengthen internal system controls. In FY 12-13, the Program: centralized and automated independent contractor reporting to the State, implemented data interfaces between Caduceus (purchasing and inventory management system) and IFAS to eliminate duplicate data entry and improve controls, and automated the annual report of contract payments by contractor type. To further streamline financial activities, new or updated business processes will be implemented, such as adding an ePayables function to pay vendors via merchants' credit card accounts to reduce costs associated with paper checks while enhancing revenues through ePayables program rebates. The Program will work with departments to provide financial data for the County's Open Data Portal to enhance transparency and reduce costs associated with fulfilling Public Records Act requests. The Program will also work with the Information Services and Public Works departments on a pilot project to automate the County's accounts payable (AP) processes. Other planned process improvement projects include upgrading the IFAS system, and implementing its fixed assets module and business intelligence dashboard.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Maintain availability of IFAS system	---	---	---	99.6%	99.6%
Implement three process improvements (ePayables, Open Data Portal, AP automation, IFAS upgrade, fixed assets module, and intelligence dashboard)	3	3	3	3	3
Percent of customer survey respondents rating services good or excellent	98.2%	90.0%	99.2%	90.0%	90.0%

## Controller Information Systems (1432P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	5.0	5.0	5.0	5.0		5.0	
Funded FTE	5.0	5.0	5.0	5.0		5.0	
<b>Total Requirements</b>	728,915	671,524	993,987	1,075,244	81,257	996,729	(78,515)
<b>Total Sources</b>	75,998	105,997	148,688	148,688		148,688	
<b>Net County Cost</b>	652,917	565,527	845,299	926,556	81,257	848,041	(78,515)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; increased service contracts, reduced intrafund transfers, and reduced computer equipment costs.

Total Requirements	Total Sources	Net County Cost	Positions
81,257	0	81,257	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; and reduced services contracts.

Total Requirements	Total Sources	Net County Cost	Positions
(78,515)	0	(78,515)	0

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## General Accounting (1441P)

### Program Locator

County

Administration and Fiscal

Controller's Office

▷ **General Accounting**

### Program Outcome Statement

Maintain and improve integrity of County's financial records and information

### Program Results

The General Accounting program reviews, and is a key point of internal control for, financial transactions processed through the County's financial accounting system (IFAS). The program provides services to County departments and many external agencies. These services include: reviewing and processing approximately two million journal entries, all payments over \$5,000, and all contracts entered into IFAS; advising departments and external agencies regarding complex accounting questions; maintaining sound internal control procedures; compiling and analyzing financial information; preparing statutory financial reports; and interacting with internal and external auditors to complete statutory audits.

To safeguard the County's assets, the Program reengineered the County's wire-transfer process to ensure that all wire-transfer disbursements are properly reviewed and approved by the Controller's Office. Additionally, the Program added special procedures to its disbursement audits to detect understatements of use taxes and take timely corrective actions to mitigate potential penalties. The program produced the County's award-winning audited Comprehensive Annual Financial Report for the 13th consecutive year and the Popular Annual Financial Report for the 10th consecutive year. These awards demonstrate the Program's commitment to the highest standards of transparent and accurate accounting and financial reporting, which help the County obtain the best possible Aaa/AAA credit rating so it can borrow at the lowest available interest rate when financing large capital projects. To improve operating efficiency and effectiveness, the Program will streamline its bank reconciliation, positive-pay, fixed assets, and depreciation processes.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of monthly closings performed on time	12	12	12	12	12
Number of implemented process improvements (bank reconciliation, positive-pay, fixed assets and depreciation activities)	2	3	3	2	2
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%	100%	100%

General Accounting (1441P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	8.0	9.0	9.0	8.0	(1.0)	8.0	
Funded FTE	8.0	9.0	9.0	8.0	(1.0)	8.0	
<b>Total Requirements</b>	841,825	895,282	1,134,860	1,008,311	(126,549)	1,017,783	9,472
<b>Total Sources</b>	111,585	85,669	118,821	111,231	(7,590)	111,231	
<b>Net County Cost</b>	730,240	809,613	1,016,039	897,080	(118,959)	906,552	9,472

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; adjustments to revenue based on forecasts; and adjustments to internal service charges. A Lead Fiscal Office Assistant position was transferred from General Accounting to Property Tax/Special Accounting Program during the FY 12/13 position reconciliation process to better align with program workloads.

Total Requirements	Total Sources	Net County Cost	Positions
(126,549)	(7,590)	(118,959)	(1)

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; and adjustments to internal services charges.

Total Requirements	Total Sources	Net County Cost	Positions
9,472	0	9,472	0

## Property Tax/Special Accounting (1461P, 1462P, 1463P)

### Program Locator

County

Administration and Fiscal

Controller's Office

▷ **Property Tax and Special Accounting**

### Program Outcome Statement

Ensure accurate property tax allocations and accounting services

### Program Results

The Program ensures the correct and timely allocation and apportionment of property taxes to taxing entities in San Mateo County, and maintains the property tax system. This Program also provides accounting services and support to twelve special districts and other agencies that maintain their funds with the County Treasurer, and works closely with County Counsel to ensure the County is in compliance with State laws and regulations. In FY 12-13 the program complied with all tax apportionment requirements including the newly added requirements that resulted from the dissolution of redevelopment agencies (RDA), and implemented a revised methodology for computing the County's property tax administration fees pursuant to the California's Supreme Court *Alhambra* decision. As a result of this decision, retroactive adjustments going back to FY 06-07 were made.

The Program completed a knowledge sharing project to build engineering support for the Property Tax System. The business processes related to RDA dissolution requirements, property tax administration fees, and homeowner's exemption tax apportionments were automated and further streamlined. Other challenges faced this past year included completing all mandated requirements with two unfilled positions in the Program (Division Manager and Accountant II). In FY 13-14 the Controller's Office will issue an RFP to transfer the property tax system to a hosted platform. The program will review and further streamline its processes related to supplemental tax refunds, Tax Equity Allocation payments, apportionments, and distribution of remittances.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Complete major tax apportionments by installment due date	---	---	---	95%	95%
Maintain compliance with property tax laws without increasing FTE's	---	---	---	100%	100%
Percent of customer survey respondents rating services good or excellent	100%	95%	90%	90%	90%

## Property Tax/Special Accounting (1461P, 1462P, 1463P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	7.0	8.0	9.0	10.0	1.0	10.0	
Funded FTE	7.0	8.0	9.0	10.0	1.0	10.0	
<b>Total Requirements</b>	1,260,130	1,391,745	2,252,604	2,406,485	153,881	2,379,192	(27,293)
<b>Total Sources</b>	1,817,501	1,812,684	2,060,396	2,224,334	163,938	2,164,334	(60,000)
<b>Net County Cost</b>	(557,371)	(420,938)	192,208	182,151	(10,057)	214,858	32,707

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; adjustments for reimbursements of administrative costs related to RDA dissolution, reduced property tax administration fees, and increases in service contracts related to RDA dissolution.

Total Requirements	Total Sources	Net County Cost	Positions
153,881	163,938	(10,057)	1

### FY 2014-15 Program Funding Adjustments

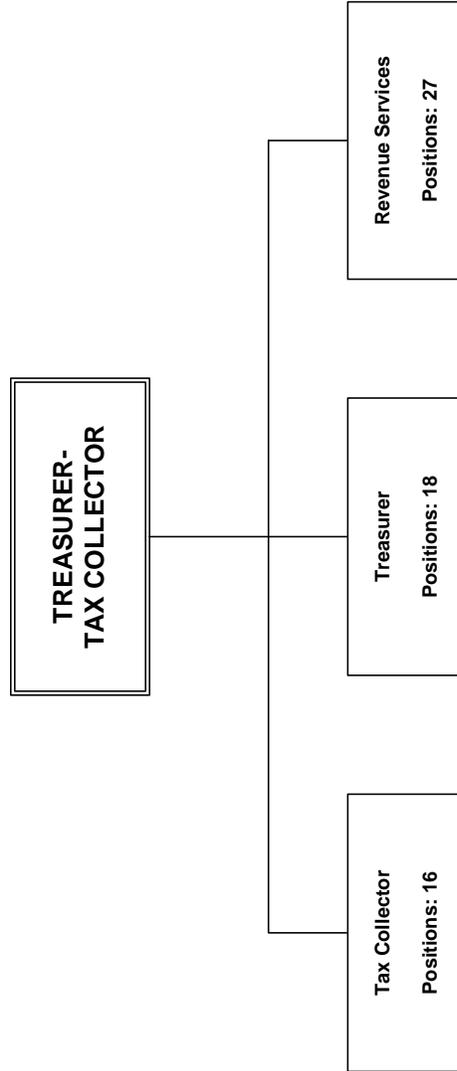
The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, increases in retirement contributions and health benefit costs; reduced property tax collection fees, and exclusion of placement fees paid to recruiter.

Total Requirements	Total Sources	Net County Cost	Positions
(27,293)	(60,000)	32,707	0

# TREASURER-TAX COLLECTOR



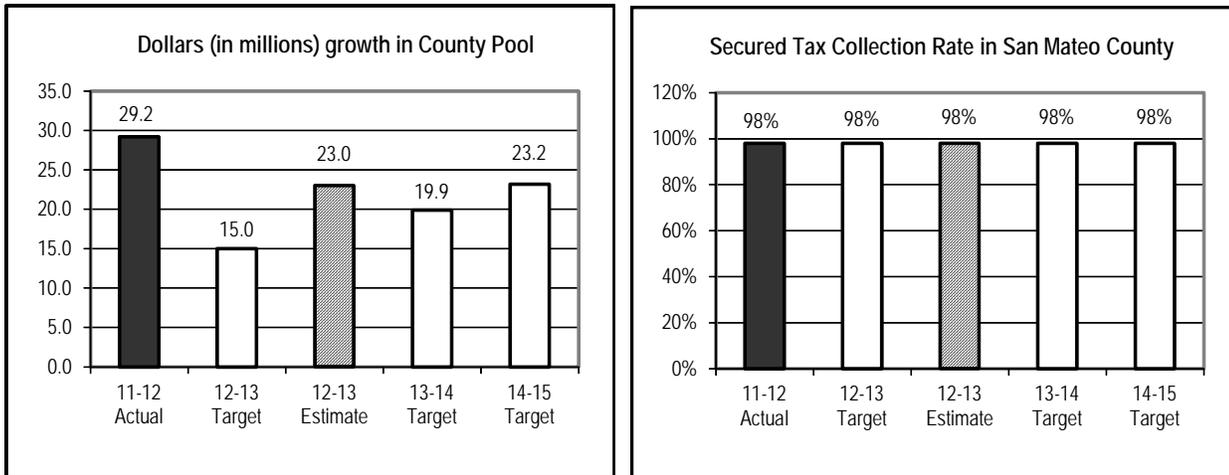
## Department Locator

### County

Administration and Fiscal

### ▷ Treasurer- Tax Collector

## Key Department Measures



## 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.

## Overview

The Treasurer-Tax Collector bills and collects property taxes and manages the County investment pool, while administering banking services and providing billing and revenue debt collection services for County departments.

The Treasurer's Office earned in excess of .75%, on average, for the County pool, surpassing the LAIF benchmark. The Revenue Services program collected \$17 million in revenue, surpassing the goal of \$15.5 million. In line with its green effort, the Tax-Collector's Office has made available two additional locations for tax collection services, one in South San Francisco that is available year round and one in Half Moon Bay that is open in April and December. During FY 2012-13, these two locations assisted over 4,225 taxpayers, decreasing foot traffic in Redwood City and saving taxpayers' time and fuel costs. Finally, the department rolled out the lockbox processes with Union Bank. The outcome of implementing the lockbox process is that staff no longer needs to open 250,000 pieces of mail because payments are sent directly to the bank for processing and immediate deposit.

The Treasurer's Office is in the process of upgrading the current cashing system that will allow a centralized cashing option via a web portal that allows the purchase of multiple County Services with one payment transaction, as well as a lockbox payment option, to all County departments.

The groundwork to acquire a new property tax system is an initiative for FY 2013-14 and FY 2014-15. Funds in the amount of \$1,861,293 have been set aside for the new property tax system and will be placed in a trust fund in FY 2013-14.

Although Revenue Services has met their goals for FY 2012-13, the current economic situation continues to impede their ability to collect debt. More individuals are out of work and/or living on the streets where it is difficult to locate

them. Debtors are having difficulty meeting even the minimum required payments. We continue to investigate debtors through every means available and also conduct research on new and improved processes to locate debtors.

Treasurer - Tax Collector (1500B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	6,457	5,221	3,650	3,650		3,650	
Use of Money and Property	17,259	40,130	30,000	30,000		30,000	
Charges for Services	4,499,882	4,593,705	3,911,434	4,061,434	150,000	4,061,434	
Interfund Revenue	766,095	774,208	631,000	631,000		631,000	
Miscellaneous Revenue	109,347	118,562	81,500	81,500		81,500	
<b>Total Revenue</b>	<b>5,399,040</b>	<b>5,531,827</b>	<b>4,657,584</b>	<b>4,807,584</b>	<b>150,000</b>	<b>4,807,584</b>	
Fund Balance	4,420,835	4,436,200	4,602,647	3,876,104	(726,543)	2,940,001	(936,103)
<b>TOTAL SOURCES</b>	<b>9,819,875</b>	<b>9,968,027</b>	<b>9,260,231</b>	<b>8,683,688</b>	<b>(576,543)</b>	<b>7,747,585</b>	<b>(936,103)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,328,022	5,970,571	7,099,414	7,193,239	93,825	7,424,746	231,507
Services and Supplies	1,094,737	1,156,066	2,720,253	4,168,854	1,448,601	2,831,552	(1,337,302)
Other Charges	1,017,602	1,151,781	1,091,041	951,175	(139,866)	843,740	(107,435)
Fixed Assets	60,185	10,002					
<b>Gross Appropriations</b>	<b>8,500,547</b>	<b>8,288,421</b>	<b>10,910,708</b>	<b>12,313,268</b>	<b>1,402,560</b>	<b>11,100,038</b>	<b>(1,213,230)</b>
Intrafund Transfers	(2,793,288)	(3,172,629)	(3,076,237)	(3,078,042)	(1,805)	(3,066,542)	11,500
<b>Net Appropriations</b>	<b>5,707,259</b>	<b>5,115,792</b>	<b>7,834,471</b>	<b>9,235,226</b>	<b>1,400,755</b>	<b>8,033,496</b>	<b>(1,201,730)</b>
Contingencies/Dept Reserves	1,587,663	1,587,321	2,070,212	156,689	(1,913,523)	448,650	291,961
<b>TOTAL REQUIREMENTS</b>	<b>7,294,922</b>	<b>6,703,113</b>	<b>9,904,683</b>	<b>9,391,915</b>	<b>(512,768)</b>	<b>8,482,146</b>	<b>(909,769)</b>
<b>NET COUNTY COST</b>	<b>(2,524,953)</b>	<b>(3,264,914)</b>	<b>644,452</b>	<b>708,227</b>	<b>63,775</b>	<b>734,561</b>	<b>26,334</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	63.0	61.0	61.0	61.0		61.0	
Funded FTE	63.0	61.0	61.0	61.0		61.0	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$576,543 from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Charges for Services

There is a net increase of \$150,000 in this funding source due to the changing economy.

#### Fund Balance

There is a net decrease of \$726,543 in this funding source due to a projected increase in commissions and reductions in Salaries and Benefits, Service and Supplies and Service Charges. This decrease was partially offset by an increase in Charges for Services.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$512,768 from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$93,825 in this expenditure category due to increases in benefits.

#### Services and Supplies

There is a net increase of \$1,448,601 in this expenditure category mainly due to moving reserves to Service and Supplies to prepare for transfer to a Trust Fund holding funds for a new property tax system. This increase was partially offset by reductions in expenditures from cost saving measures, negative fund balance in previous due to 50% split and 25% transfer of reserves to Non-Departmental.

#### Other Charges

There is a net decrease of \$139,866 in this expenditure category due to service charge reductions.

#### Intrafund Transfers

There is a net increase of \$1,805 in this expenditure category due to a Wellness Grant.

#### Contingencies/Departmental Reserves

There is a net decrease of \$1,913,523 in this expenditure category due to the 25% transfer of reserves to Non-Departmental and the transfer of \$1,861,293 to Services and Supplies to be transferred in FY 2013-14 to a Trust Fund to hold the funds for a new property tax system. The balance in General Fund Reserves represents 2% of Net Appropriations, which meets the County 2% Reserves policy.

### NET COUNTY COST

There is an increase of \$63,775 in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$936,103 from the FY 2013-14 Revised to the FY 2014-15 Recommended Budget due to the following changes:

#### Fund Balance

There is a net decrease of \$936,103 in this funding source due to the transfer of reserves to Non-Departmental and new property tax systems funds being transferred to a Trust Fund in FY 2013-14.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$909,769 from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$231,507 in this expenditure category due to increases in benefits.

Services and Supplies

There is a net decrease of \$1,337,302 in this expenditure category due to the one time transfer of funds for a new property tax system to a Trust Fund in FY2013-14 and the balance of the changes are adjustments to meet budget targets.

Other Charges

There is a net increase of \$107,435 in this expenditure category due to decreases in service charges.

Intrafund Transfers

There is a net decrease of \$11,500 in this expenditure category due to adjustments to meet budget targets.

Contingencies/Departmental Reserves

There is net increase of \$291,961 in this expenditure category due to the transfer of funds for the new property tax system. The balance in General Fund Reserves represents 6% of Net Appropriations, which exceeds the County 2% Reserves policy by \$287,981.

**NET COUNTY COST**

There is an increase of \$26,334 in this Department's General Fund allocation.

## Tax Collector (1510P)

### Program Locator

County

Administration and Fiscal

Treasurer- Tax Collector

▷ **Tax Collector**

### Program Outcome Statement

Provides property tax billing and collection services

### Program Results

The Tax Collector provides property tax billing and collection, as well as public auctions for tax defaulted property. The Tax Collector's office processes an average of 330,000 tax bills annually. The Tax-Collector is using a Lockbox system that allows Union Bank to directly receive, process and deposit secured and supplemental property tax payments. A new payment location was added, to be open during peak property tax time in FY 2012-13 allowing Coastside residents to drop off their property tax payments at the Sheriff's Annex in Half Moon Bay as well as the South San Francisco location that is open year round. Funds will be set aside in a trust fund during FY 2013-14 to replace the current property tax system which is expected to be replaced within the next three years.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Dollars collected (all tax rolls in billions)	\$1,797,514,792	\$1.73	\$1.74	\$1.74	\$1.74
Cost per property tax bill	\$15.81	\$16.00	\$16.00	\$16.00	\$16.00
Secured Collection rate	98%	98%	98%	98%	98%

## Tax Collector (1510P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	19.0	16.0	16.0	16.0		16.0	
Funded FTE	19.0	16.0	16.0	16.0		16.0	
Total Requirements	3,835,200	3,498,783	4,708,834	4,283,199	(425,635)	3,714,533	(568,666)
Total Sources	4,199,270	4,082,016	4,064,382	3,574,972	(489,410)	2,979,972	(595,000)
Net County Cost	(364,070)	(583,233)	644,452	708,227	63,775	734,561	26,334

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; 25% transfer to Non-Departmental; general budget savings realized; funding to do IVR upgrade, Gateway setup; funding for tax bill; and overall cost cutting measures.

Total Requirements	Total Sources	Net County Cost	Positions
(425,635)	(489,410)	63,775	0

#### 2. Property Tax System

Reserves to be used for Tax Collector Property Tax System moved to 5214 Proprietary Software to prepare for transfer to Trust Fund. Total amount to be moved to Trust Fund is \$1,861,293.

Total Requirements	Total Sources	Net County Cost	Positions
1,025,150	0	1,025,150	0
(1,025,150)	0	(1,025,150)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(425,635)	(489,410)	63,775	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; general budget savings realized; funding to purchase computers and printers; overall cost cutting measures; and fund balance decrease due to transfer of reserves in previous year.

Total Requirements	Total Sources	Net County Cost	Positions
(568,666)	(595,000)	26,334	0

## Treasurer (1520P)

### Program Locator

County

Administration and Fiscal

Treasurer- Tax Collector

▷ **Treasurer**

### Program Outcome Statement

Manages and protects the financial assets of the County

### Program Results

The Treasurer is responsible for providing treasury services for all County departments, schools, cities, special districts and taxpayers including investment of the County pool, banking services, school bond paying agent services and cashiering. The Treasurer manages a \$2.6 billion investment pool made up of 157 voluntary and 918 involuntary accounts.

In FY 2012-13, the estimated dollar earnings in the pool is projected to be \$23,017,992. The County Pool 3 yield rate was .75%, which outperformed our benchmark, the Local Agency Investment Fund (LAIF) rate of .28%. Paying Agent responsibility was accepted for ten new school bond issues, three Tax and Revenue Anticipation Notes and two Bond Anticipation Notes, increasing funding to the pool. As the provider of banking services to all County departments, the cashiering area has processed 35,437 deposits to date. In FY 2012-13, we anticipate exceeding our target of 41,000 deposits, which remains our goal as we foresee more customers using online services for tax payments. Banking costs were maintained by charging departments for services in excess of general usage.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of deposits processed within one day	98%	98%	98%	98%	98%
Dollar (in millions) earnings in County Pool due to investments	\$29,247,181	\$15,000,000	\$23,017,992	\$19,875,000	\$23,187.500
County Pool 3 yield rate	1.11%	.625%	.83%	.75%	.875%
LAIF rate benchmark	.38%	---	---	---	---

Treasurer (1520P)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	16.0	18.0	18.0	18.0		18.0	
Funded FTE	16.0	18.0	18.0	18.0		18.0	
Total Requirements	2,597,264	2,445,232	3,290,859	3,234,361	(56,498)	3,034,623	(199,738)
Total Sources	3,401,410	3,607,436	3,290,859	3,234,361	(56,498)	3,034,623	(199,738)
Net County Cost	(804,146)	(1,162,204)					

FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; 25% transfer to Non-Departmental; general budget savings realized; funding to purchase computers and printers; and overall cost cutting measures.

Total Requirements	Total Sources	Net County Cost	Positions
(56,498)	(56,498)	0	0

2. Property Tax System

Reserves to be used for Tax Collector Property Tax System moved to Proprietary Software to prepare for transfer to Trust Fund. Total amount to be moved to Trust Fund is \$1,861,293.

Total Requirements	Total Sources	Net County Cost	Positions
484,031	0	484,031	0
(484,031)	0	(484,031)	0

**TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(56,498)	(56,498)	0	0

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## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reduction in fund balance due to transfer of reserves; general budget savings realized after one time purchases; overall cost cutting measures and fund balance decrease due to transfer of reserves in previous year.

Total Requirements	Total Sources	Net County Cost	Positions
(199,738)	(199,738)	0	0

## Revenue Services Program (1530P)

### Program Locator

#### County

Administration and Fiscal

Treasurer-Tax Collector

#### ▷ Revenue Services Program

### Program Outcome Statement

Increase County revenue by performing debt collection services

### Program Results

Revenue Services' goal is to continue to provide timely, professional and cost effective services to the departments that we support. Major impacts to revenue collection continue to be the changing economy and unemployment rate. In FY 12-13 the program is projecting collections of \$17.2 million in revenue, surpassing our goal of \$15.5 million. The program anticipates achieving the dollars collected goal of \$15.75 in both FY 13-14 and FY 14-15.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Dollars (in millions) collected by Revenue Services	\$18,493,379	\$15,500,000	\$17,200,000	\$15,750,000	\$15,750,000
Percent of debtors contacted within five days of receipt	100%	100%	100%	100%	100%
Achieve at least 60% of the Court Ordered Debt Comprehensive Collection program components <sup>1</sup>	---	60%	88%	88%	88%

<sup>1</sup> This is a new measure for the Revenue Services Program.

## Revenue Services Program (1530P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	28.0	27.0	27.0	27.0		27.0	
Funded FTE	28.0	27.0	27.0	27.0		27.0	
Total Requirements	862,458	759,098	1,904,990	1,874,355	(30,635)	1,732,990	(141,365)
Total Sources	2,219,196	2,278,575	1,904,990	1,874,355	(30,635)	1,732,990	(141,365)
Net County Cost	(1,356,737)	(1,519,476)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; 25% transfer to Non-Departmental; general budget savings realized; funding to purchase computers and printers; and overall cost cutting measures.

Total Requirements	Total Sources	Net County Cost	Positions
(30,635)	(30,635)	0	0

#### 2. Property Tax System

Reserves to be used for Tax Collector Property Tax System moved to Proprietary Software to prepare for transfer to Trust Fund. Total amount to be moved to Trust Fund is \$1,861,293.

Total Requirements	Total Sources	Net County Cost	Positions
352,112	0	352,112	0
(352,112)	0	(352,112)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(30,635)	(30,635)	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; reduction in fund balance due to transfer of reserves; general budget savings realized after one time purchases; overall cost cutting measures and fund balance decrease due to transfer of reserves in previous year.

Total Requirements	Total Sources	Net County Cost	Positions
(141,365)	(141,365)	0	0

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## Retirement Office (2000B)

### Program Locator

County

Administrative and Fiscal

▷ Retirement Office

### Program Outcome Statement

Act as a prudent administrator for the retirement system

### Program Results

*SamCERA* was created by the Board of Supervisors in 1944, pursuant to the provisions of California's County Employees' Retirement Law of 1937. *SamCERA* provides retirement, disability and death benefits for its eligible members in accordance with the provisions of the Constitution of the State of California. The Board of Retirement serves as fiduciary for all of *SamCERA*'s members. The Board is responsible for administering the provisions of the '37 Act that the Board of Supervisors has made applicable to San Mateo County. *SamCERA*'s staff of 21 full time employees is responsible for assuring that the needs of the members, employers and board are met in accordance with the high standards set forth in the mission and goals statement. *SamCERA*'s goals are to provide caring, fair, accurate, timely, and knowledgeable professional services to *SamCERA*'s clients and the public. *SamCERA* prudently manages the assets in order to appropriately fund the actuarial liabilities of the retirement system and assure the ability to pay all earned benefits while minimizing the costs to its employers. *SamCERA* serves as a loyal fiduciary to its 10,582 members, which includes 5,095 active, 4,275 retirees and beneficiaries, and 1,212 deferred members as of June 30, 2012. *SamCERA* works to constantly improve the effectiveness of its services and the efficiency of its operations.

For the fiscal year ending June 30, 2012, \$2.36 billion in net assets were held in trust for pension benefits. *SamCERA*'s portfolio had a one-year return of .03% as of June 30, 2012. In consultation with its actuarial services consultant, Milliman, Inc., in May 2012, the *SamCERA* Retirement Board lowered its investment earnings assumption from 7.75% to 7.50%, beginning with FY 2012-13. It is anticipated that the annual rate of 7.50% will be met in FY 2013-14 and FY 2014-15.

*SamCERA* partners with Financial Knowledge Network to provide financial education to members. Financial Knowledge Network is well known and respected throughout the industry for providing 'conflict free' education. This means the instructors will not offer to sell financial products or their services to students of their classes. Both *SamCERA* and Financial Knowledge Network believe that this approach eliminates the stress on all parties that is very often a barrier to learning.

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 Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent return on investment portfolio ending June 30 each year	.03%	7.50%	7.50%	7.50%	7.50%
Number of retirement workshops and member outreach events	42	35	35	35	35
Actuarial funded ratio for SamCERA <sup>1</sup>	72.0%	---	---	---	---

<sup>1</sup> Figures for FY 2012-13 will not be available until the release of the CAFR for fiscal year ending June 30, 2013.

## Retirement Office (2000B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	20.0	20.0	20.0	21.0	1.0	21.0	
Funded FTE	19.5	20.0	20.0	21.0	1.0	21.0	
<b>Total Requirements</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>Total Sources</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance. One Retirement Systems Technologist position was added during a Mid-year Salary Ordinance.

Total Requirements	Total Sources	Net County Cost	Positions
205,240	205,240	0	1

#### 2. Information Technology Software Purchase

Software will be purchased according to the Retirement Office's Information Technology Strategic Plan.

Total Requirements	Total Sources	Net County Cost	Positions
1,200,000	1,200,000	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
1,405,240	1,405,240	0	1

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance and the removal of \$1,200,000 in software purchases.

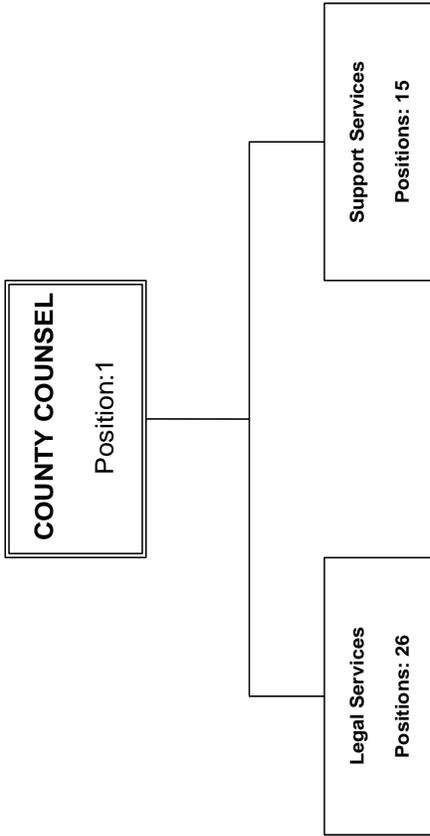
Total Requirements	Total Sources	Net County Cost	Positions
(1,171,847)	(1,171,847)	0	0

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

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Miscellaneous Revenue	4,235,187	5,130,031					
Other Financing Sources			7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>Total Revenue</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>TOTAL SOURCES</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,820,732	3,397,714	3,871,014	4,047,731	176,717	4,075,884	28,153
Services and Supplies	1,290,851	1,614,900	3,479,132	3,539,386	60,254	3,539,386	
Other Charges	103,333	117,417	128,854	97,123	(31,731)	97,123	
Fixed Assets	20,272			1,200,000	1,200,000		(1,200,000)
<b>TOTAL REQUIREMENTS</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	20.0	20.0	20.0	21.0	1.0	21.0	
Funded FTE	19.5	20.0	20.0	21.0	1.0	21.0	

# COUNTY COUNSEL'S OFFICE



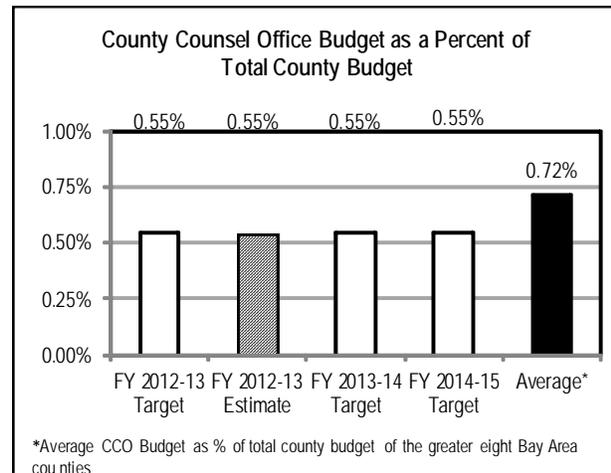
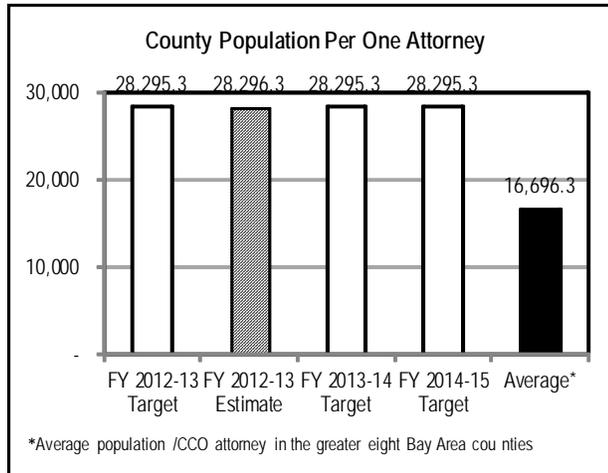
## Department Locator

### County

Administration and Fiscal

### ▷ County Counsel

## Key Department Measures



## Department Mission Statement

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

## Overview

The County Counsel's Office, as the County's civil attorneys, provides a full range of general legal advice and representation to the Board of Supervisors; County Manager; all County departments, boards and commissions; school districts; and special districts regarding compliance with all laws, regulations, ordinances, contracts, policies and directives. The Office also defends and/or prosecutes civil actions involving client agencies and their elected officials and employees. Major accomplishments of the Office include the following:

- Assisting County leadership to draft the successful Measure A sales tax and addressing the complex legal requirements pertaining to tax measures to protect against potential legal challenges to the tax.
- Remaining in the forefront of Counties with respect to complex and constantly evolving State laws impacting county finance, including the dissolution of Redevelopment Agencies, as well as ERAF and other property tax apportionment issues.
- Assisting in all aspects of the Jail Planning efforts.
- Assuming responsibility for legal representation in medical malpractice cases filed against the County, assuring cost effective and high quality legal services.
- Litigating a case of statewide significance affirming counties' authority to limit firearms possession in county parks.

- Implementing the Board's vision by drafting and facilitating the environmental review of a reusable bag ordinance that was also adopted by public agencies throughout the region.

A significant challenge for this Office is to continue providing responsive, timely, and top-rate legal services with the current staffing levels, given the ever-increasing volume and complexity of the legal work. We have several initiatives underway to improve client service and office efficiency, including a new legal case management system and the establishment of several practice teams and committees in order to share knowledge and increase collaboration. Further, there is a trend in County Counsel offices statewide towards more practice specialization and we have focused recent hiring on identifying candidates who bring skill sets that will address identified client needs.

### Program Results

The County Counsel provides legal advice to all County departments which is required to be accurate and thorough. All attorneys are expected to be knowledgeable in their respective areas of substantive expertise, provide advice which is practical and effective, provide creative solutions to complex legal issues and communicate clearly and consistently with clients. The County Counsel conducts a comprehensive customer (i.e., client) satisfaction survey and 96% of survey respondents rate legal services provided by the County Counsel as good or better. The County Counsel expects continued customer satisfaction rating of 95% or better.

The goal of the County Counsel is to resolve legal disputes effectively and efficiently in order to conserve public resources. The County Counsel's Office continues to achieve success in resolving cases either through a positive final judgment or settlement on terms favorable to the County in general litigation cases and potential litigation. The fees collected for legal services delivered to non-county clients such as First 5, C/CAG, school districts, the Expo Center, the Health Commission, Superior Court and HEART cover the cost of providing those services.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of survey respondents rating legal services as good or better	---	96%	96%	---	---
Percent of general litigation cases won or resolved (with client approval)	100%	95%	95%	95%	95%
County Counsel budget as percent of total County budget	---	---	0.01%	0.01%	0.01%

County Counsel (1600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	3,731,106	3,610,724	3,696,932	3,623,065	(73,867)	3,625,226	2,161
Miscellaneous Revenue	121,618	8,743	10,000	10,000		10,000	
<b>Total Revenue</b>	<b>3,852,724</b>	<b>3,619,468</b>	<b>3,706,932</b>	<b>3,633,065</b>	<b>(73,867)</b>	<b>3,635,226</b>	<b>2,161</b>
Fund Balance	2,771,668	2,791,653	2,736,760	1,992,151	(744,609)	1,460,269	(531,882)
<b>TOTAL SOURCES</b>	<b>6,624,392</b>	<b>6,411,121</b>	<b>6,443,692</b>	<b>5,625,216</b>	<b>(818,476)</b>	<b>5,095,495</b>	<b>(529,721)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	7,595,487	7,352,593	8,589,187	8,862,336	273,149	8,964,450	102,114
Services and Supplies	672,794	417,928	1,110,801	864,190	(246,611)	409,652	(454,538)
Other Charges	366,370	360,192	450,484	474,345	23,861	474,345	
Fixed Assets			160,024	10,000	(150,024)	10,000	
<b>Gross Appropriations</b>	<b>8,634,651</b>	<b>8,130,712</b>	<b>10,310,496</b>	<b>10,210,871</b>	<b>(99,625)</b>	<b>9,858,447</b>	<b>(352,424)</b>
Intrafund Transfers	(996,722)	(1,097,594)	(1,814,741)	(1,640,880)	173,861	(1,170,001)	470,879
<b>Net Appropriations</b>	<b>7,637,929</b>	<b>7,033,118</b>	<b>8,495,755</b>	<b>8,569,991</b>	<b>74,236</b>	<b>8,688,446</b>	<b>118,455</b>
Contingencies/Dept Reserves	2,164,511	1,924,251	1,418,351	1,063,763	(354,588)	531,881	(531,882)
<b>TOTAL REQUIREMENTS</b>	<b>9,802,440</b>	<b>8,957,369</b>	<b>9,914,106</b>	<b>9,633,754</b>	<b>(280,352)</b>	<b>9,220,327</b>	<b>(413,427)</b>
<b>NET COUNTY COST</b>	<b>3,178,048</b>	<b>2,546,249</b>	<b>3,470,414</b>	<b>4,008,538</b>	<b>538,124</b>	<b>4,124,832</b>	<b>116,294</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	38.0	39.0	40.0	42.0	2.0	42.0	
Funded FTE	38.0	37.6	38.7	40.6	1.9	40.6	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$818,476 or 13% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Charges for Services

There is a decrease of \$73,867 in this funding source due to decreased cost recovery for self-insured litigation matters. The decrease was partially offset by the County Counsel's increased legal service rates for FY 2013-14.

#### Fund Balance

There is a decrease of \$744,609 in this funding source due to the fund balance transfer and reduced reserves. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated

### TOTAL REQUIREMENTS

Total Requirements decreased by \$280,352 or 0.03% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$273,149 in this expenditure category due to the addition of one (1) Deputy County Counsel and one (1) paralegal for legal services relating to the Public Administrator program.

#### Services and Supplies

There is a net decrease of \$246,611 in this expenditure category due to reduction of operating expenses and elimination of one time projects and equipment.

#### Other Charges

There is an increase of \$23,861 in this expenditure category due to increased service charges for automation support.

#### Fixed Assets

There is a net decrease of \$150,024 due to the removal of one-time purchases from FY 2012-13.

#### Intrafund Transfers

There is a increase of \$173,861 in this expenditure category due to increased reimbursement for legal services.

#### Contingencies/Departmental Reserves

There is decrease of \$354,588 in this expenditure category due to the transfer of reserves to non-departmental reserves. The balance in General Fund Reserves represents 13% of Net Appropriations, which exceeds the County 2% Reserves policy by \$899,804. There are no major changes to Non-General Fund Reserves.

### NET COUNTY COST

There is an increase of \$538,124 or 15.5% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$529,721 or 9.4% from the FY 2013-14 Revised to the FY 2014-15.

#### Fund Balance

There is a net decrease of \$531,882 in this funding source due to reduction of fund balance and reserves to meet net county cost targets. Fund Balance used for one-time projects and purchases in FY 2013-14 has been eliminated.

**TOTAL REQUIREMENTS**

Total Requirements decreased by \$413,427 or 4.3% from the FY 2012-13 Revised to the FY 2014-15 Recommended Budget due to the following changes:

Salaries and Benefits

There is a net increase of \$102,114 in this expenditure category due to the annualized salary and benefits for two positions added in FY 2013-14.

Services and Supplies

There is a net decrease of \$454,538 in this expenditure category due to elimination of contract services relating to the Public Administrator program.

Intrafund Transfers

There is a net decrease of \$470,879 in this expenditure category due to decreased reimbursement for legal services.

Contingencies/Departmental Reserves

There is net decrease of \$531,882 in this expenditure category due to the transfer of reserves to non-departmental reserves. The balance in General Fund Reserves represents 6% of Net Appropriations, which exceeds the County 2% Reserves policy by \$173,768. There are no major changes to Non-General Fund Reserves.

**NET COUNTY COST**

There is an increase of \$116,294 or 2.9% in this Department's General Fund allocation.

## County Counsel (1600B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	38.0	39.0	40.0	42.0	2.0	42.0	
Funded FTE	38.0	37.6	38.7	40.6	1.9	40.6	
<b>Total Requirements</b>	9,802,440	8,957,369	9,914,106	9,633,754	(280,352)	9,220,327	(413,427)
<b>Total Sources</b>	6,624,392	6,411,121	6,443,692	5,625,216	(818,476)	5,095,495	(529,721)
<b>Net County Cost</b>	3,178,048	2,546,249	3,470,414	4,008,538	538,124	4,124,832	116,294

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increased costs for contracts and internal service charges; reductions in cost recovery for self-insured litigation matters and elimination of one-time projects.

Total Requirements	Total Sources	Net County Cost	Positions
652,371	(818,476)	166,105	0

#### 2. Additional Staff for Public Administrator program

One Deputy County Counsel and one paralegal position have been added to address the Public Administrator workload.

Total Requirements	Total Sources	Net County Cost	Positions
372,019	0	372,019	2

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(280,352)	(818,476)	538,124	2

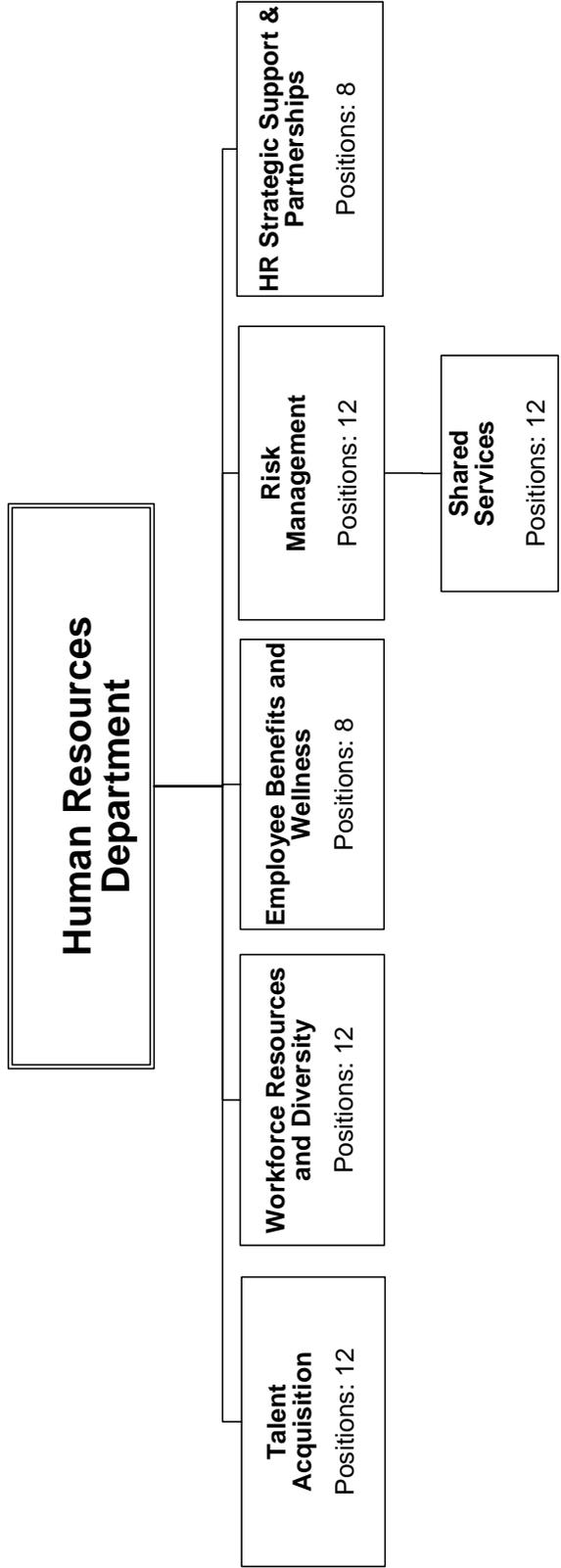
### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
(413,427)	(529,721)	116,294	0



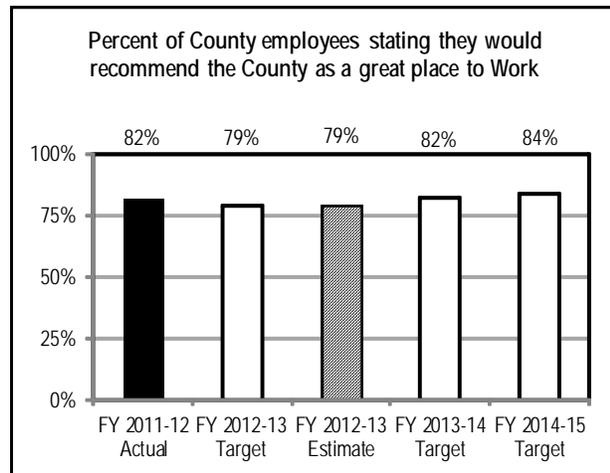
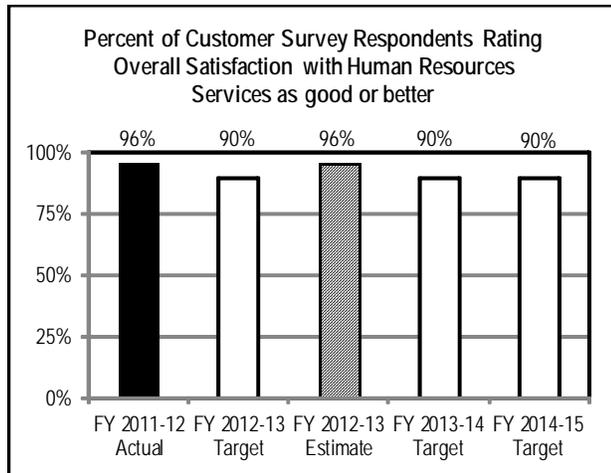
## Department Locator

### County

Administration and Fiscal

### ▷ Human Resources Department

## Key Department Measures



## 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 potential, expand organizational capacity and position San Mateo County as an employer of choice.

## Overview

The Human Resources Department provides a diversity of services primarily in the areas of talent management (personnel services and training), employee and labor relations, employee benefits and wellness, equal employment opportunity and risk management. Human Resources also provides support for the Civil Service Commission, the Commission of the Status of Women and the Domestic Violence Council. In FY 2012-13, the Shared Services Program (Procurement, Surplus Property, and Mail Services) was transferred from the County Manager's Office to the Human Resources Department. The change was made to enhance service delivery, increase operational efficiencies and provide succession planning opportunities for staff.

Major accomplishments in FY 2012-13 included:

**Employee Engagement Efforts:** Introduced a 16-hour interactive Essential Supervisory Skills Academy for all supervisors and managers that focuses on coaching, goal-setting, feedback, and performance management. A Supervisors' Online Support (S.O.S.) webpage was also created to provide supervisors/managers with resources needed to effectively manage. Other efforts included the launch of the second annual Employee Engagement Survey, which represented a 27% increase in responses as compared to the prior year. Overall the feedback was favorable with 73% of respondents stating that their experience working for the County as very good or better and 79% indicating that they would recommend the County as a great place to work. Human Resources, in collaboration with the County Manager's Office, increased participation in the Collaborative Performance Management System (CPMS) pilot. The performance management system establishes a process to effectively manage employee performance to ensure

alignment with workgroup, department and County goals. Ten percent of the County's workforce is currently participating in CPMS.

**Employee Wellness:** In an effort to improve health outcomes for County employees, health screenings were conducted at various County facilities. Over 40% of employees participated in a health assessment, which provide participants with key metrics relating to their overall health. In addition to improving individual health, lifestyle changes typically result in increased productivity and long-term health cost savings for the organization.

**Succession Planning:** In an effort to foster succession planning opportunities, Human Resources works with departments to: attract talent to the organization, including recruiting interns (Regional Internship Program and Supported Training Employment Program (STEP), an internship program for emancipated foster youth), offer leadership development opportunities, create a culture that supports engagement and retention, capture knowledge, and enhance performance management (through CPMS). Currently, over 70% of management positions and 50% of non-management positions are filled by internal candidates. Within the Department, several special assignments and educational opportunities were also offered to staff during the year.

In FY 2013-14 and FY 2014-15, Human Resources will focus on several initiatives.

A new organizational structure will be introduced to better align services to the Department and County's goals, enhance succession planning, and streamline services. The Department will also participate in the Agile Organization pilot. Three rotational Human Resources Technicians will be recruited to fill fixed-term positions where they will work in various Human Resources' divisions. Information gathered from the pilot will be reported to the Board as well as recommendations to refine the work delivery models.

Another major initiative in the upcoming fiscal year is the implementation of Health Care Reform. The new law requires large employers (with 50+ employees) to offer minimum essential and affordable coverage to all employees who work an average of 30 hours a week. This change will primarily impact extra help. The County currently has over 100 extra help employees that would qualify for coverage.

Other initiatives in the next two fiscal years include: collaborating with the Controller's Office, Information Services Department, to implement a new personnel/payroll system; complete negotiations with two of the largest labor organizations in the County; and continue to expand Succession Planning and Employee Engagement initiatives through such programs as CPMS, Essential Supervisory Skills, Management Talent Exchange Program, Internships, Management Development Program, and introduce a Job Shadowing Program.

These initiatives will contribute to the key performance indicators including: excellent customer survey ratings; increased number of employees with performance plans; high employee retention rates; resolving claims prior to formal process; high promotion rates; and high satisfaction with new hires; and increased employee engagement results.

Human Resources Department (1700B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property			10,000	10,000		10,000	
Charges for Services	291,300	183,886	249,474	249,474		249,474	
Interfund Revenue	4,086,744	4,271,870	4,496,313	4,697,867	201,554	4,619,773	(78,094)
Miscellaneous Revenue	314,051	188,708	342,300	347,300	5,000	347,300	
Other Financing Sources			2,200	252,200	250,000	252,200	
<b>Total Revenue</b>	<b>4,692,095</b>	<b>4,644,464</b>	<b>5,100,287</b>	<b>5,556,841</b>	<b>456,554</b>	<b>5,478,747</b>	<b>(78,094)</b>
Fund Balance	778,895	822,689	825,146	672,405	(152,741)	572,405	(100,000)
<b>TOTAL SOURCES</b>	<b>5,470,990</b>	<b>5,467,153</b>	<b>5,925,433</b>	<b>6,229,246</b>	<b>303,813</b>	<b>6,051,152</b>	<b>(178,094)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	7,270,304	7,149,930	8,966,440	9,149,510	183,070	9,019,559	(129,951)
Services and Supplies	1,762,524	1,681,185	2,184,334	2,240,852	56,518	2,240,852	
Other Charges	546,712	503,678	702,219	918,673	216,454	921,587	2,914
Fixed Assets				250,000	250,000	250,000	
<b>Gross Appropriations</b>	<b>9,579,540</b>	<b>9,334,793</b>	<b>11,852,993</b>	<b>12,559,035</b>	<b>706,042</b>	<b>12,431,998</b>	<b>(127,037)</b>
Intrafund Transfers	(1,031,693)	(1,165,155)	(1,706,012)	(1,913,794)	(207,782)	(1,913,794)	
<b>Net Appropriations</b>	<b>8,547,848</b>	<b>8,169,638</b>	<b>10,146,981</b>	<b>10,645,241</b>	<b>498,260</b>	<b>10,518,204</b>	<b>(127,037)</b>
Contingencies/Dept Reserves	590,531	629,825	500,000	456,807	(43,193)	456,807	
<b>TOTAL REQUIREMENTS</b>	<b>9,138,379</b>	<b>8,799,463</b>	<b>10,646,981</b>	<b>11,102,048</b>	<b>455,067</b>	<b>10,975,011</b>	<b>(127,037)</b>
<b>NET COUNTY COST</b>	<b>3,667,389</b>	<b>3,332,309</b>	<b>4,721,548</b>	<b>4,872,802</b>	<b>151,254</b>	<b>4,923,859</b>	<b>51,057</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	55.0	51.0	64.0	64.0		64.0	
Funded FTE	52.9	48.4	62.4	62.1	(0.3)	62.1	

## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources increased by \$303,813 or 5.1% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Interfund Revenues

There is a net increase of \$201,554 in this funding source due primarily to reimbursement from trust funds to cover Risk Management and Benefits operational expenses.

#### Miscellaneous Revenue

There is an increase of \$5,000 in this funding source due to increased vendor rebates received by Procurement.

#### Other Financing Sources

There is an increase of \$250,000 in this funding source due to the transfer of Title II/ADA Capital Projects from the Capital Projects Budget to the Risk Management Division of the Human Resources Department. Corresponding appropriations are budgeted in Fixed Assets. The offset is received from Non-Departmental.

#### Fund Balance

There is a decrease of \$152,741 in this funding source due to the elimination of FY 2012-13 one-time projects and purchases as well as the transfer of \$43,193 from Reserves to Non-Departmental.

### TOTAL REQUIREMENTS

Total Requirements increased by \$455,067 or 4.3% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$183,070 in this expenditure category primarily due to a reorganization in the Human Resources Department, which was initiated to enhance succession planning, leverage technology, and align services to the Department and County's mission. Core Information Technology (IT) services are transferred to the Information Services Department resulting in the elimination of two IT staff. A summary of position reductions include: Assistant Director of Human Resources, 2 Administrative Services Manager IIs, 2 Administrative Services Manager Is, Financial Services Manager I, Information Technology Analyst-Confidential and Information Technology Technician-Confidential. Position additions include: 3 Human Resources Manager IIs, 2 Human Resources Manager Is and 3 Human Resources Technicians. Appropriations are also included for positions that will be converted to Human Resources Manager IIIs as part of the new structure. Overall the Department's position count remains the same as the prior fiscal year. The management-to-staff ratio, however, will decrease as the changes result in the net reduction of one management position and the increase of one line staff position.

Other adjustments include appropriations to cover extra help costs for three rotational Human Resources Technicians as part of the Agile Organization pilots, double-fill of EEO Manager and Buyer positions, and health and retirement increases. A change in classification for the Procurement Manager (from Administrative Services Manager II to Financial Services Manager I) is also reflected. Savings generated from this classification change will be used to offset reduced Fund Balance in the Shared Services Program, which includes Procurement, Surplus and Mail Services.

#### Services and Supplies

There is a net increase of \$56,518 in this expenditure category primarily due to Agile Organization consultant costs and software associated with a Countywide Volunteer Management System. Offsets will be received from Non-Departmental.

### Other Charges

There is a net increase of \$216,454 in this expenditure category primarily due to increases in facility charges, automation costs, and the transfer of Core IT Services from the Human Resources Department to the Information Services Department. The majority of the costs are offset by position savings.

### Fixed Assets

There is an increase of \$250,000 due to the transfer of Title II/ADA Capital Projects to the Human Resources Department. Management of these funds/projects will be overseen by Risk Management staff. Non-Departmental will offset these costs.

### Intrafund Transfers

There is a net increase of \$207,782 in this expenditure category primarily due to a reimbursement from Non-Departmental for consultant costs, software expenses, and a rotational Human Resources Technician pilot as part of the Agile Organization Initiative. Other adjustments include decreased reimbursement from the Coroner's Office due to the transfer of fiscal support services from the Human Resources Department to the County Manager's Office Budget and Analysis Unit as well as the elimination of funding for one-time projects.

### Contingencies/Departmental Reserves

There is a net decrease of \$43,193 in this expenditure category due to the FY 2012-13 transfer of Reserves to Non-Departmental. The balance in General Fund Reserves represents 4.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$243,902.

### **NET COUNTY COST**

There is an increase of \$151,254 or 3.2% in this Department's General Fund allocation.

## FY 2014-15 Budget Overview

### **TOTAL SOURCES**

Total Sources decreased by \$178,094 or 2.9% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes:

#### Interfund Revenue

There is a net decrease of \$78,094 in this funding source primarily due to elimination of one time funding for position costs.

#### Fund Balance

There is a decrease of \$100,000 in this funding source due to elimination of prior year one-time projects and purchases.

### **TOTAL REQUIREMENTS**

Total Requirements increased/decreased by \$127,037 or 1.1% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$129,951 in this expenditure category due to the elimination one-time appropriations for double-fill position costs and extra help, partially offset by increased health and retirement costs.

#### Other Charges

There is a net increase of \$2,914 in this expenditure category due to adjustments in automation and facilities charges.

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Contingencies/Departmental Reserves

There is no change in Reserves. The balance in General Fund Reserves represents 4.3% of Net Appropriations, which exceeds the County 2% Reserves policy by \$246,443.

**NET COUNTY COST**

There is an increase of \$51,057 or 1% in this Department's General Fund allocation.

Human Resources Department (1700B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	291,300	183,886	241,942	241,942		241,942	
Interfund Revenue	4,086,744	4,271,870	4,390,123	4,548,912	158,789	4,470,818	(78,094)
Miscellaneous Revenue	314,051	188,708	257,100	257,100		257,100	
Other Financing Sources				250,000	250,000	250,000	
<b>Total Revenue</b>	<b>4,692,095</b>	<b>4,644,464</b>	<b>4,889,165</b>	<b>5,297,954</b>	<b>408,789</b>	<b>5,219,860</b>	<b>(78,094)</b>
Fund Balance	778,895	822,689	798,700	672,405	(126,295)	572,405	(100,000)
<b>TOTAL SOURCES</b>	<b>5,470,990</b>	<b>5,467,153</b>	<b>5,687,865</b>	<b>5,970,359</b>	<b>282,494</b>	<b>5,792,265</b>	<b>(178,094)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	7,270,304	7,149,930	7,647,858	7,789,113	141,255	7,648,152	(140,961)
Services and Supplies	1,762,524	1,681,185	2,057,795	2,103,958	46,163	2,103,958	
Other Charges	546,712	503,678	516,388	707,295	190,907	708,289	994
Fixed Assets				250,000	250,000	250,000	
<b>Gross Appropriations</b>	<b>9,579,540</b>	<b>9,334,793</b>	<b>10,222,041</b>	<b>10,850,366</b>	<b>628,325</b>	<b>10,710,399</b>	<b>(139,967)</b>
Intrafund Transfers	(1,031,693)	(1,165,155)	(1,583,450)	(1,791,232)	(207,782)	(1,791,232)	
<b>Net Appropriations</b>	<b>8,547,848</b>	<b>8,169,638</b>	<b>8,638,591</b>	<b>9,059,134</b>	<b>420,543</b>	<b>8,919,167</b>	<b>(139,967)</b>
Contingencies/Dept Reserves	590,531	629,825	500,000	456,807	(43,193)	456,807	
<b>TOTAL REQUIREMENTS</b>	<b>9,138,379</b>	<b>8,799,463</b>	<b>9,138,591</b>	<b>9,515,941</b>	<b>377,350</b>	<b>9,375,974</b>	<b>(139,967)</b>
<b>NET COUNTY COST</b>	<b>3,667,389</b>	<b>3,332,309</b>	<b>3,450,726</b>	<b>3,545,582</b>	<b>94,856</b>	<b>3,583,709</b>	<b>38,127</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	55.0	51.0	52.0	52.0		52.0	
Funded FTE	52.9	48.4	50.0	50.1	0.1	50.1	

## HR Strategic Support and Partnerships (1710P)

### Program Locator

County

Administration and Fiscal

Human Resources

▷ **HR Strategic Support and Partnerships**

### Program Outcome Statement

Increase organizational capacity through technology, partnerships, and financial performance

### Program Results

Human Resources (HR) Strategic Support and Partnerships collaborates with County departments, external partners and internal HR divisions to provide leadership, consultative and support services. In FY 2011-12, 96% of Human Resources customers rated services provided as good or better, exceeding the target of 90% established for all County programs. Program staff work to provide excellent services through such efforts as the preparation and distribution of departmental workforce planning reports that include employee demographics and trends which assist departments with their succession planning and workforce strategies. During the year, staff also worked with the Controller's Office and the Information Services Department on issuing a Request for Proposal for a new personnel/payroll system and began the roll-out of phase II of the automated time-keeping system for the San Mateo Medical Center. Staff continues to provide administrative support services, primarily financial and personnel/payroll services, to other departments, including Public Safety Communications and the County Manager's Office/Board of Supervisors. In an effort to streamline delivery of services, HR transferred core information technology support to Information Services Department. In FY 2013-14 and FY 2014-15, staff will continue to focus on reorganizing the Department's structure, implementing a new personnel/payroll system, working with departments on their organization/workforce needs and implementing the Agile Organization pilot.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of customer survey respondents rating overall satisfaction with services good or better	96%	90%	96%	90%	90%
Quality and Outcome Measures meeting performance targets	69%	75%	75%	75%	75%
Cost per Capita – County Human Resources vs. Surrounding Counties Average <i>(Data Development)</i>	\$13 / \$35	---	---	---	---

## HR Strategic Support and Partnerships (1710P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	9.0	10.0	11.0	8.0	(3.0)	8.0	
Funded FTE	9.0	8.8	10.2	8.3	(1.9)	8.3	
<b>Total Requirements</b>	2,187,216	2,199,972	2,320,476	2,173,951	(146,525)	2,085,632	(88,319)
<b>Total Sources</b>	1,341,102	1,268,953	1,363,516	1,288,644	(74,872)	1,188,644	(100,000)
<b>Net County Cost</b>	846,114	931,019	956,960	885,307	(71,653)	896,988	11,681

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; increased internal services charges, primarily for rental facilities, are reflected. Reimbursement from Coroner's Office was reduced due to the mid-year transfer of fiscal support services from the Human Resources Department to the County Manager's Office Budget and Analysis. Other reimbursements, primarily for phase II of the automated timekeeping system, are also removed from the budget. Fund Balance and corresponding one-time projects/purchases were also reduced. A portion of reserves was decreased to reflect the FY 2012-13 transfer to the Non-Departmental Budget.

Total Requirements	Total Sources	Net County Cost	Positions
59,872	(74,872)	134,744	0

#### 2. Agile Organization Pilot

On March 12, 2013, the Board of Supervisors approved recommendations from the "Creating an Agile Organization" Report, including the roll-out of pilot projects to identify impacts of applying the work delivery models. The Human Resources Department will participate in the pilot phase by introducing a rotational Human Resources Technician program that will include three "fixed-term" employees. The HR Technicians will have the opportunity to work in several divisions during the three year pilot. Other costs associated with the Agile Organization pilot include consultant expenses to assist with the overall implementation and software costs for a volunteer management system. The costs (\$314,853) are offset by a reimbursement from the Non-Departmental Budget. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
0	0	0	0

### 3. Human Resources Reorganization

In an effort to expand succession planning, streamline services, leverage technology, and create opportunities to better align roles and services to the Department and County's mission, the Human Resources Department will reorganize its structure beginning in FY 2013-14. In this program, the changes reflect the elimination of one vacant Assistant Director of Human Resources, one vacant Information Technology Technician-Confidential (given that Core information services are transferred to the Information Services Department), and one Financial Services Manager (incumbent will fill another vacant position in the Department). The net savings will be used to offset reorganization costs in other programs. Overall, there is no impact to the Department's Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
(206,397)	0	(206,397)	(3)

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(146,525)	(74,872)	(71,653)	(3)

#### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

##### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and reduction in Fund Balance due to the elimination of prior year one-time projects/purchases.

Total Requirements	Total Sources	Net County Cost	Positions
(88,319)	(100,000)	11,681	0

## Employee Benefits and Wellness (1720P)

### Program Locator

County

Administration and Fiscal

Human Resources Department

▷ **Employee Benefits and Wellness**

### Program Outcome Statement

Optimize health and productivity through effective benefit/wellness programs

### Program Results

Employee Benefits and Wellness provides benefits administration services for employees, retirees and their families to enhance quality of life and to help recruit and retain top employees. The program also offers wellness and work-life programs that improve employee health and well-being and promote a healthy work environment. In FY 2012-13, over 40% of employees participated in wellness screenings, which are anticipated to improve employee health and result in long-term cost savings. In FY 2012-13, Benefits improved customer satisfaction for active and retirees by cross training staff and offering a benefits academy to expand benefit knowledge and expertise in the Department. In FY 2013-14 and FY 2014-15, it is anticipated that program staff will begin to implement a new personnel/payroll system that will include a benefits module in order to streamline processes. In 2015, staff will also implement health care reform, which will provide medical benefits to extra help employees who work 30 hour or more in a week.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of participants utilizing skills or reporting change in behavior after attending Health Promotion classes	89%	90%	90%	90%	90%
Percent of customer survey respondents rating overall satisfaction with services good or better					
• Active	81%	90%	90%	90%	90%
• Retirees	83%	90%	90%	90%	90%
• Wellness/Work Life	92%	90%	90%	90%	90%
Percent completion rate of employees who participated in high-risk Wellness Coaching services (Data in Development)	---	---	---	---	---

## Employee Benefits and Wellness (1720P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	8.0	7.0	7.0	8.0	1.0	8.0	
Funded FTE	8.0	6.8	7.0	7.8	0.8	7.8	
<b>Total Requirements</b>	1,555,350	1,563,020	1,556,231	1,637,446	81,215	1,647,533	10,087
<b>Total Sources</b>	1,555,350	1,563,020	1,556,231	1,637,446	81,215	1,647,533	10,087
<b>Net County Cost</b>	0	0					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and reductions in Fund Balance and corresponding contract expenses.

Total Requirements	Total Sources	Net County Cost	Positions
(28,760)	(28,760)	0	0

#### 2. Human Resources Reorganization

An HR Technician is added to assist with increased need for data compilation and analyses. Funding for reorganization changes are offset by the Benefits Trust Fund. Due to position changes in other programs, the Department's overall position count remains the same as the prior year. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
109,975	109,975	0	1

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
81,215	81,215	0	1

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; offset by Benefits Trust Fund receipts.

Total Requirements	Total Sources	Net County Cost	Positions
10,087	10,087	0	0

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## Risk Management (1730P)

### Program Locator

#### County

Administration and Fiscal

Human Resources Department

#### ▷ Risk Management

### Program Outcome Statement

Identify, assess, monitor, and mitigate safety and insurance programs

### Program Results

Risk Management controls loss exposures through self-insured retained and commercial insurance programs and administers the County's safety program. Staff successfully negotiated workers' compensation and property insurance premium rate reductions that have resulted in County savings. Staff provided safety training and recently introduced over 150 online training courses. Risk Management continues to roll-out the preventative Repetitive Stress Injury software (RSI Guard) and a new process for reporting and triaging employee injuries. Currently 13 departments are participating in the new process, with all departments anticipated to participate in the next two years. Customer satisfaction with Risk Management remains strong with 92% of customers rating services as good or better. The number of workers' compensation claims has increased in FY 2012-13 due to a rise in incident only claims. In comparison to other cities and counties, San Mateo County has a comparable rate with the International City/County Management Association (ICMA) rate of 12 per 100 FTE's. In the FY 2013-14 and FY 2014-15, staff will focus on Title II ADA administration, Safety Training Programs (including online courses), and updated County Ergonomic Standards. Program staff will also continue the roll out of RSI software and new triaging and reporting process relating to employee injuries.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of workers' compensation claims (per 100 FTEs) - San Mateo County vs. ICMA	11.3 / 12	10 / 11	13/12	13/12	13/12
Percent of customer survey respondents rating overall satisfaction with services good or better <sup>1</sup>	92%	90%	90%	90%	90%
Expenditures for Liability Claims per Capita San Mateo County vs. ICMA (Data Development) <sup>2</sup>	\$1.17/\$1.82	\$1.15/\$1.8	\$1.15/\$1.8	\$1.15/\$1.8	\$1.15/\$1.8

<sup>1</sup> Customers are Supervisors and Managers

<sup>2</sup> International City/County Management Association, 2010 Comparative Performance Measurement Report; data includes General Liability claims only

### Risk Management (1730P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	13.0	12.0	12.0	12.0		12.0	
Funded FTE	11.9	10.8	10.9	10.9	0.1	10.9	
<b>Total Requirements</b>	1,746,144	1,744,906	1,774,698	2,074,882	300,184	2,086,701	11,819
<b>Total Sources</b>	1,746,384	1,744,906	1,774,698	2,074,882	300,184	2,086,701	11,819
<b>Net County Cost</b>	(240)	0					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and increased internal service charges, primarily facility rental expense.

Total Requirements	Total Sources	Net County Cost	Positions
47,748	47,748	0	0

## 2. Transfer of Title II/ADA Capital Projects

Beginning in FY 2013-14, Title II/ADA Capital Projects will be managed by Risk Management. Staff will work with the Commission on Disabilities to ensure accessibility to County facilities. The costs will be offset by Non-Departmental. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
250,000	250,000	0	0

## 3. Human Resources Reorganization

Core IT services have been transferred to ISD, resulting in the elimination of a vacant Information Technology Analyst-Confidential in this program. In addition, a Human Resources Manager I (previously a Management Analyst III) from EEO will be transferred to Risk Management to provide oversight of disability programs. Funding is offset by the Risk Management Trust Funds. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
2,436	2,436	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
300,184	300,184	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and internal services charge increases. Costs are offset by the Risk Management Trust Funds.

Total Requirements	Total Sources	Net County Cost	Positions
11,819	11,819	0	0

## Talent Acquisition (1740P)

### Program Locator

County

Administration and Fiscal

Human Resources Department

▷ **Talent Acquisition**

### Program Outcome Statement

Ensure hiring of a highly qualified and diverse workforce

### Program Results

Program staff annually administers over 200 recruitments, processes over 10,000 applications, and conducts classification studies and compensation surveys. Program staff provides excellent services as reflected in the customer survey results received by the program. Currently 98% of hiring managers surveyed indicate that they are satisfied with their new hire after six months. The time-to-fill positions remains at less than 6 weeks for both external and internal recruitments which are better than the industry standard of 9 and 6 weeks respectively. This is due to new recruitment strategies that staff continue to implement. Staff collaborates with departments to meet hiring needs and identifying possible options for providing short and long-term staffing solutions, which has enhanced partnerships with customer-departments. In FY 2012-13, program staff received two SMC Grants for technology improvements to further enhance recruitment processes and candidate experience by introducing new methodologies for conducting recruitment examinations that are more efficient, accessible and require fewer resources. Additional efforts included managing the Summer Training and Employment Program (STEP) for emancipated foster youth and the Management Talent Exchange Program (MTEP), resulting in increased effectiveness and capacity within the organization. In FY 2013-14 and FY 2014-15, program staff will continue to collaborate with departments on their recruitment, classification/compensation and reorganization needs.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of clients satisfied with new hires after six months	99%	98%	98%	90%	90%
Time-to-Fill vs. ICMA (days) <sup>1</sup>					
• Internal	28 / 41	28 / 41	28 / 41	28 / 41	28 / 41
• External	35 / 60	35 / 60	35 / 60	35 / 60	35 / 60
Percent of positions filled with internal candidates					
• Management	72%	60%	70%	60%	60%
• Non-Management	52%	40%	50%	40%	40%

<sup>1</sup> International City/County Management Association, 2010 Comparative Performance Measurement Report

## Talent Acquisition (1740P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	14.0	10.0	10.0	12.0	2.0	12.0	
Funded FTE	14.0	9.9	10.0	11.4	1.4	11.4	
<b>Total Requirements</b>	1,612,167	1,213,744	1,182,047	1,318,733	136,686	1,324,476	5,743
<b>Total Sources</b>	230,079	143,278	212,312	212,312		212,312	
<b>Net County Cost</b>	1,382,088	1,070,466	969,735	1,106,421	136,686	1,112,164	5,743

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and reductions in various office expense accounts.

Total Requirements	Total Sources	Net County Cost	Positions
(23,012)	0	(23,012)	0

#### 2. Human Resources Reorganization

A vacant Administrative Services Manager I will be converted to a Management Analyst II, another Administrative Services Manager I will be converted to a Human Resources Manager II, and two Human Resources Technicians will be added. These changes will provide the program with greater flexibility in meeting department recruitment and classification/compensation needs. Costs are offset by reductions in other programs. The Department's Net County Cost is not impacted.

Total Requirements	Total Sources	Net County Cost	Positions
159,698	0	159,698	2

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
136,686	0	136,686	2

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## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
5,743	0	5,743	0

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## Workforce Resources and Diversity (1750P)

### Program Locator

#### County

Administration and Fiscal

Human Resources Department

▷ **Workforce Resources and Diversity**

### Program Outcome Statement

Increase individual potential and foster a productive work-environment

### Program Results

Workforce Resources and Diversity provides Employee and Labor Relations (ELR), Equal Employment Opportunity (EEO) and Training & Development services. During the year, staff effectively negotiated several labor agreements, expanded the use of the County's Collaborative Performance Management System, offered succession planning opportunities for staff interested in coordinating EEO related activities on a special assignment basis, and collaborated with the Regional Training Consortium for Public Agencies to expand membership (currently the County and 18 cities are participating). A new Essential Supervisory Academy for all supervisors and managers was also initiated during the year to enhance supervisors/managers feedback, coaching, goal-setting and performance management skills. Most ELR and EEO cases continue to be resolved prior to formal process (88% EEO and 95% ELR in FY 2012-13). Caseloads have become increasingly complex and require increased staff time spent on researching, conducting investigations, and preparing for hearings. As a result, staff levels are adjusted in the ELR Division to reflect the increased workload. In FY 2013-14, new training courses (based on feedback received from departments as part of a Training Needs Assessment conducted in FY 2012-13) will be offered. New courses will include managing employee performance. ELR will continue to roll-out CPMS and negotiate new labor agreements with the two largest labor organizations and assist in the roll-out of the Agile Organization initiative. EEO will complete the County's 2014-17 EEO Plan, transition to a new manager, and offer online sexual harassment prevention training for all managers and supervisors.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of complaints resolved prior to formal process: • Equal Employment Opportunity • Employee and Labor Relations	88% / 95%	88% / 95%	88% / 98%	88% / 95%	88% / 95%
Ratio of employee grievances per employee subject to grievances - San Mateo County vs. ICMA <sup>1</sup> (Data Development)	---	---	1 / 1.42	1 / 1.42	1 / 1.42
Percent of participants utilizing skills or reporting change in behavior after attending training classes: Training and Development classes	98%	90%	95%	90%	90%

<sup>1</sup> International City/County Management Association, 2010 Comparative Performance Measurement Report

### Workforce Resources and Diversity (1750P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	11.0	12.0	12.0	12.0		12.0	
Funded FTE	10.0	12.2	12.0	11.8	(0.2)	11.8	
<b>Total Requirements</b>	2,037,502	2,077,821	2,305,139	2,310,929	5,790	2,231,632	(79,297)
<b>Total Sources</b>	598,075	746,996	781,108	757,075	(24,033)	657,075	(100,000)
<b>Net County Cost</b>	1,439,427	1,330,825	1,524,031	1,553,854	29,823	1,574,557	20,703

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and additional increases in salaries and benefits to cover the double-fill of a manager position (anticipated to retire in February 2014).

Total Requirements	Total Sources	Net County Cost	Positions
100,674	117,550	(16,876)	0

## 2. Human Resources Reorganization

Several Changes have been made in Equal Employment Opportunity (EEO), Employee and Labor Relations (ELR), and Training and Development. In EEO, the Administrative Services Manager II position has been converted to a Human Resources Manager II, and a Management Analyst III is transferred to Risk Management to oversee disability programs. In ELR, a Management Analyst III position is converted to a Human Resources Manager, responsible for ELR efforts including training. A Management Analyst II is also added to assist in handling increasingly complex employee relations caseload. In Training and Development, the Administrative Services Manager II position is converted to Human Resources Manager II. The change in classification is comparable with other division managers in the Department. The net savings will offset other reorganization adjustments. There is no impact to the Department's Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
(94,884)	(141,583)	(16,876)	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
5,790	(24,033)	29,823	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and elimination of one-time appropriations for the double-fill of a manager position.

Total Requirements	Total Sources	Net County Cost	Positions
(79,297)	(100,000)	20,703	0

## Shared Services (1780B)

### Program Locator

County

Administration and Fiscal

Human Resources Department

▷ **Shared Services**

### Program Outcome Statement

Provide mail, surplus property, and purchasing services

### Program Results

The Shared Services Program processes nearly four million pieces of mail and handles over \$50 million in purchasing requests. The Program recently transferred from the County Manager's Office to the Human Resources Department. Program staff are in the process of identifying service enhancements and expanding cost-savings strategies. Customer satisfaction ratings were significantly low in FY 2011-12 and efforts are underway to ensure a better customer experience. It is anticipated that this rating will improve in FY 2012-13. Efforts to save County resources resulted in nearly \$10 million in savings in FY 2011-12 through the use of vendor agreements, purchase orders and utilization of Pony mail (internal) rather than U.S. Mail. During the next fiscal year, staff will decrease the time to process vendor agreements to meet customer needs and generate additional savings as well as collaborate with the Controller's Office and the San Mateo Medical Center to implement a new vendor agreement system.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of customer survey respondents rating services good or better- Purchasing / Mail	54% / 89%	90% / 90%	90% / 90%	90% / 90%	90% / 90%
Dollars Saved through Purchase Orders/Vendor Agreements and Mail Services vs. U.S. Postal Service	\$10,850,179	\$10,000,000	\$10,000,000	\$10,000,000	\$10,000,000
Total days from receipt of purchase requisition through purchase order <sup>1</sup> County vs. ICMA (Data Development)	-- / 42	--- / 42	--- / 42	--- / 42	--- / 42

<sup>1</sup> International City/County Management Association, 2010 Comparative Performance Measurement Report

## Shared Services (1780B) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution			12.0	12.0		12.0	
Funded FTE			12.4	12.0	(0.4)	12.0	
<b>Total Requirements</b>			1,508,390	1,586,107	77,717	1,599,037	12,930
<b>Total Sources</b>			237,568	258,887	21,319	258,887	
<b>Net County Cost</b>			1,270,822	1,327,220	56,398	1,340,150	12,930

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and appropriations are included for the double-fill of a Buyer position expenses. These costs will be offset by a reimbursement from Risk Management.

Total Requirements	Total Sources	Net County Cost	Positions
104,163	47,765	56,398	0

#### 2. Procurement Manager

On March 26, 2013, the Board of Supervisors approved a salary ordinance amendment changing the Procurement Manager classification from Administrative Services Manager II to Financial Services Manager I. This change was made due to the transfer of the program to Human Resources Department. The savings will be used to offset the elimination of one-time Fund Balance and other ongoing operational expenses. There is no impact to the Net County Cost.

Total Requirements	Total Sources	Net County Cost	Positions
(26,446)	(26,446)	0	0

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
77,717	21,319	56,398	0

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## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; and internal service charges.

Total Requirements	Total Sources	Net County Cost	Positions
12,930	0	12,930	0

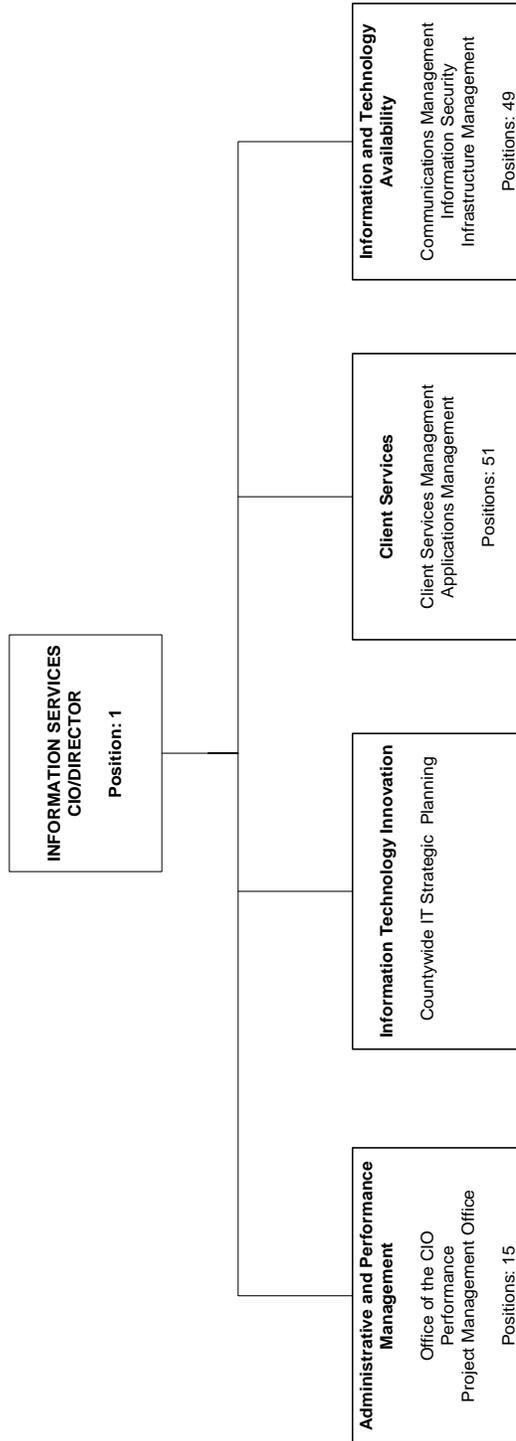
Shared Services (1780B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property			10,000	10,000		10,000	
Charges for Services			7,532	7,532		7,532	
Interfund Revenue			106,190	148,955	42,765	148,955	
Miscellaneous Revenue			85,200	90,200	5,000	90,200	
Other Financing Sources			2,200	2,200		2,200	
<b>Total Revenue</b>			211,122	258,887	47,765	258,887	
Fund Balance			26,446		(26,446)		
<b>TOTAL SOURCES</b>			237,568	258,887	21,319	258,887	
<b>REQUIREMENTS</b>							
Salaries and Benefits			1,318,582	1,360,397	41,815	1,371,407	11,010
Services and Supplies			126,539	136,894	10,355	136,894	
Other Charges			185,831	211,378	25,547	213,298	1,920
<b>Gross Appropriations</b>			1,630,952	1,708,669	77,717	1,721,599	12,930
Intrafund Transfers			(122,562)	(122,562)		(122,562)	
<b>TOTAL REQUIREMENTS</b>			1,508,390	1,586,107	77,717	1,599,037	12,930
<b>NET COUNTY COST</b>			1,270,822	1,327,220	56,398	1,340,150	12,930
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution			12.0	12.0		12.0	
Funded FTE			12.4	12.0	(0.4)	12.0	

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**INFORMATION SERVICES  
DEPARTMENT**



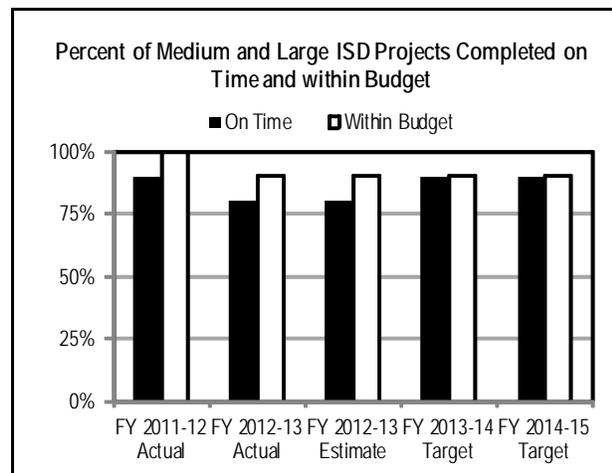
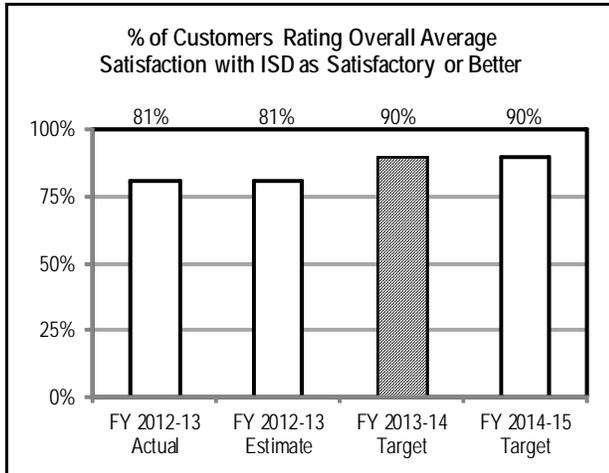
## Department Locator

### County

Administrative and Fiscal

### ▷ Information Services Department

## Key Department Measures



## Mission Statement

The Information Services Department (ISD) provides Information Technology (IT) services to the public and departments of San Mateo County.

## Overview

ISD supports County business applications and data, communication systems, provides IT services to the public and partners, and Core IT Support to Departments.

The department's accomplishments include the continued consolidation of internal IT support systems; implementation of the Countywide Information Technology Strategic Plan, the successful completion of a Virtual Desktop Instance (VDI) pilot project for the San Mateo Medical Center, startup of the San Mateo Open Data initiative, initiation of a new Customer Service improvement process, initiation to move County email to Microsoft Office 365, a new County Social Media Policy, successful implementation of ATKS advanced scheduler for San Mateo Medical Center, and the hiring of a new Chief Information Officer.

Major changes for FY 2012-13 include the reduction of one filled position, the reorganization of the department to better provide services, initiation of new service level agreements for services, partnership with Human Resources (HR) on IT position reclassification, and establishment of a new hybrid consumption based rate structure. In measuring success in FY 2013-15 ISD will focus on the delivery of Major Projects, improving customer satisfaction, meeting operational service delivery goals, and creating a new County IT Governance Structure.

In FY 2013-15, ISD is focused on delivering projects that include:

- Network system upgrade
- Data center relocation planning
- Voice system replacement planning
- Replacement of email
- Expanded mobile access

- Expanding the use of Virtual Desktops
- Implementing a project/resource management system
- Implementing a new customer service process
- Implementing a new asset management system
- Updating the Information Technology Strategic Plan
- 

Additionally, ISD is committed to supporting Major Projects which include:

- Criminal Justice Information System (CJIS) replacement
- Human Resources/Payroll system replacement
- Property Tax System replacement
- Countywide website migration
- Radio System Upgrade
- Open Government / Open Data Program
- ATKS advanced scheduler implementation
- Card Key system improvements

ISD will increase Customer Satisfaction to 90%, we will increase the number of VDI devices in use from 225 to 3,000, maintain core network availability at 99% and we will complete 90% of ISD managed projects on time and on budget.

ISD is excited about the new initiatives and projects for FY 2013-15; however, significant challenges remain to ensure that these efforts are funded and staffed at the appropriate level to ensure successful and on time results. ISD will be presenting requests for funding and positions (both permanent and contractual) to ensure these projects are completed on time and on budget. If funding for resources is limited then the projects will need to be reduced and re-prioritized down to the level of funds and staff available. ISD is hopeful that in the improving economy, participation in the Agile Workforce initiative and projected customer needs that all of these programs will be funded.

Information Services Department (1800B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	150,577	157,546	143,748	170,000	26,252	170,000	
Intergovernmental Revenues				5,955,000	5,955,000	774,000	(5,181,000)
Charges for Services	566,816	500,302	508,551	3,777,813	3,269,262	3,397,333	(380,480)
Interfund Revenue	11,203,436	13,096,340	17,905,851	6,201,900	(11,703,951)	5,628,618	(573,282)
Miscellaneous Revenue	20,378	78,213					
<b>Total Revenue</b>	<b>11,941,207</b>	<b>13,832,402</b>	<b>18,558,150</b>	<b>16,104,713</b>	<b>(2,453,437)</b>	<b>9,969,951</b>	<b>(6,134,762)</b>
Fund Balance	4,304,897	2,504,968	4,837,357	3,180,830	(1,656,527)	3,794,263	613,433
<b>TOTAL SOURCES</b>	<b>16,246,104</b>	<b>16,337,370</b>	<b>23,395,507</b>	<b>19,285,543</b>	<b>(4,109,964)</b>	<b>13,764,214</b>	<b>(5,521,329)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	22,227,079	20,841,676	20,487,485	18,272,884	(2,214,601)	18,430,167	157,283
Services and Supplies	24,689,540	23,164,582	46,261,728	48,293,200	2,031,472	42,820,486	(5,472,714)
Other Charges	1,447,074	1,395,843	1,375,887	1,716,331	340,444	1,763,976	47,645
Fixed Assets	932,413	353,379	3,049,317	5,350,000	2,300,683	6,725,000	1,375,000
Other Financing Uses	566,787	285,772	286,089	286,089		286,089	
<b>Gross Appropriations</b>	<b>49,862,892</b>	<b>46,041,252</b>	<b>71,460,506</b>	<b>73,918,504</b>	<b>2,457,998</b>	<b>70,025,718</b>	<b>(3,892,786)</b>
Intrafund Transfers	(35,862,557)	(34,541,240)	(51,245,829)	(58,427,224)	(7,181,395)	(60,742,200)	(2,314,976)
<b>Net Appropriations</b>	<b>14,000,335</b>	<b>11,500,012</b>	<b>20,214,677</b>	<b>15,491,280</b>	<b>(4,723,397)</b>	<b>9,283,518</b>	<b>(6,207,762)</b>
Contingencies/Dept Reserves	2,245,768	4,837,358	3,180,830	3,794,263	613,433	4,480,696	686,433
<b>TOTAL REQUIREMENTS</b>	<b>16,246,104</b>	<b>16,337,370</b>	<b>23,395,507</b>	<b>19,285,543</b>	<b>(4,109,964)</b>	<b>13,764,214</b>	<b>(5,521,329)</b>
<b>NET COUNTY COST</b>						<b>0</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	140.0	141.0	131.0	115.0	(16.0)	115.0	
Funded FTE	139.0	140.3	129.8	114.5	(15.3)	114.5	

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## FY 2013-14 Budget Overview

### TOTAL SOURCES

Total Sources decreased by \$4,109,964 or 18% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Use of Money and Property

There is an increase of \$26,252 in this funding source due to negotiated increases in leased space at radio site facilities.

#### Intergovernmental Revenues

There is a net increase of \$5,955,000 in this funding source due to one-time Prop 172 funding for the RISC Radio Project and the Criminal Justice Middleware project.

#### Charges for Services

There is a net increase of \$3,269,262 in this funding source due to one-time funding for the RISC Radio Project as well as reclassification of Courts, Department of Housing and SamCERA revenue from other collection classifications.

#### Fund Balance

There is a decrease of \$1,656,527 in this funding source due to elimination of prior year carry-over items. Fund Balance used for one-time projects and purchases in FY 2012-13 has been eliminated.

### TOTAL REQUIREMENTS

Total Requirements decreased by \$4,109,964 or 18% from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net decrease of \$2,214,601 in this expenditure category due to the transfer of eighteen positions to the Health System and the elimination of one executive management position. This decrease was partially offset by the transfer of one position from Human Resources and the addition of one staff position to manage the Payroll systems replacement and provide ongoing support.

#### Services and Supplies

There is a net increase of \$2,031,472 in this expenditure category due to planned projects such as the Human Resources/Payroll system replacement, Criminal Justice projects and an increase in contingency staffing to meet demands for projects as part of agile workforce. This increase was partially offset by elimination of prior year carryover items and projects.

#### Other Charges

There is a net increase of \$340,444 in this expenditure category due to increases in County rent costs as well as participation in the County lease program. This increase was partially offset by reductions to the Motor Pool budget.

#### Fixed Assets

There is an increase of \$2,300,683 due to the addition of one time purchases /removal of one-time purchases from FY 2012-13.

#### Intrafund Transfers

There is a net decrease of \$7,181,395 in this expenditure category due to the re-structuring of ISD's rates and the inclusion of funding for planned projects. This decrease is partially offset by elimination of one-time projects and associated funding and the transfer of application staff and contracts to the Health System.

### Contingencies/Departmental Reserves

There is a net increase of \$613,433 in this expenditure category due to contributions from departments for Countywide equipment and system Reserves. The balance in General Fund Reserves represents 24% of Net Appropriations, which exceeds the County 2% Reserves policy by \$3,484,437.

### **NET COUNTY COST**

ISD has no Net County Cost.

### **FY 2014-15 Budget Overview**

#### **TOTAL SOURCES**

Total Sources decreased by \$5,521,329 or 29% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes:

#### Intergovernmental Revenues

There is a net decrease of \$5,181,000 in this funding source due to elimination of one-time funding for the RISC Radio and CJI Projects.

#### Charges for Services

There is a net decrease of \$380,480 in this funding source due to a reduction in the FY 2014-15 estimated collections for the RISC Radio Project.

#### Interfund Revenue

There is a net decrease of \$573,282 in this funding source due to rate reductions for telephone and backup services as well as the final transfer of contracts to the San Mateo Medical Center.

#### **TOTAL REQUIREMENTS**

Total Requirements decreased by \$5,521,329 or 29% from the FY 2013-14 Recommended to the FY 2014-15 Recommended Budget due to the following changes:

#### Salaries and Benefits

There is a net increase of \$157,283 in this expenditure category due to merit pay and health benefit increases.

#### Services and Supplies

There is a net decrease of \$5,472,714 in this expenditure category due to elimination of one-time project costs as well as the final transition of application contracts to the Health System. This increase was partially offset by planned projects.

#### Other Charges

There is a net increase of \$47,645 in this expenditure category due to increases in County rent costs as well as further participation in the County lease program for hardware purchases.

#### Fixed Assets

There is a net increase of \$1,375,000 due to the addition of one time purchases /removal of one-time purchases from FY 2013-14.

#### Intrafund Transfers

There is a net decrease of \$2,314,976 in this expenditure category due to increased funding for Countywide Projects. This decrease is partially offset by elimination of one-time projects, rate decreases for telephone and backup services as well as the final transition of application contracts to the Health System.

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Contingencies/Departmental Reserves

There is net increase of \$686,433 in this expenditure category due to contributions from departments for Countywide equipment and system Reserves. The balance in General Fund Reserves represents 48% of Net Appropriations, which exceeds the County 2% Reserves policy by \$4,295,026.

**NET COUNTY COST**

ISD has no Net County Cost.

## Information Technology Administrative Services (1810P)

### Program Locator

County

Administrative and Fiscal

Information Services Department

▷ **Administrative and Performance Management**

### Program Outcome Statement

Provide effective, timely business support for the new service delivery model

### Program Results

Information Services Department (ISD) has undergone a year of changes, from re-defining services and the way they are delivered to the organizational structure to deliver those services. Administrative Services has also re-organized and re-defined itself to bring more value to the Department and our customers through a concentrated focus on establishing, measuring and managing performance of our customer Service Level Agreements and managing projects and countywide IT initiatives through the Project Management Office (PMO).

Program staff continue to add value through providing contract and vendor coordination services. As an example, recent changes to cellular phone plans managed by our program staff resulted in over 40% savings to the County. Staff completed a Continuous Process Improvement event for our accounts payable/invoice processing functions, identifying opportunities to streamline processes, better utilize automation and eliminate the use of paper.

Our focus for FY 13-14 will be to revamp our Service Level Agreements and customer invoicing reports to align with our new service delivery model. We will be rolling out a virtual PMO to manage ISD projects and facilitate resource planning across projects. In addition, we will be participating as a pilot department with the Controller's Office in an Automated Accounts Payable Project. This will help move us toward a paperless office and will free up staff time to focus on business processes both internal and external to our department.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of contracts and agreements processed within established guidelines	88%	92%	90%	92%	94%
Percent of mobility device plans managed by ISD	---	---	67%	75%	95%
Staff time to process a vendor invoice	---	---	79 minutes	60 minutes	47 minutes

## Information Technology Administrative Services (1810P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	14.0	13.0	11.0	15.0	4.0	15.0	
Funded FTE	14.0	13.0	11.0	15.0	4.0	15.0	
Total Requirements	(19,571,698)	(20,936,506)	63,834	83,188	19,354	83,188	
Total Sources	9,604,890	11,535,328	63,834	83,188	19,354	83,188	
Net County Cost	(29,176,588)	(32,471,835)					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; adjustments reflect an organizational change to better align the department with our new service portfolio, delivery model and rate structure.

Total Requirements	Total Sources	Net County Cost	Positions
19,354	19,354	0	5

#### 2. Management Reorganization

One Deputy Director position was eliminated at the end of FY 2012-13 as a result of department re-organization and the transfer of Health IT staff to the Health System.

Total Requirements	Total Sources	Net County Cost	Positions
0	0	0	(1)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
19,354	19,354	0	4

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

No changes.

## Information and Technology Availability (1830P)

### Program Locator

County

Administration and Fiscal

Information Services Department

▷ **Information and Technology Availability**

### Program Outcome Statement

Provide secure, highly available infrastructure and Information Technology services

### Program Results

ISD has continued to provide Information Technology service availability at 99% for over five years to more than 600 servers connected by 400 network devices servicing more than 6,600 end-point computing devices.

ISD made significant progress in the implementation of a new digital P25 wireless voice radio communication system. This is a significant improvement in service to current County users and has the potential to generate additional revenue for the county by providing radio communication services to other local agencies as a subscription service. Because the system is well designed, managed in a professional manner, and based on the best technologies currently available, ISD staff has been successful in engaging SamTrans to commit to using this system as a future subscriber in 2014 when the system comes online. Provided that ISD is successful in receiving the funding and staffing to complete and operate the system, it then will have the ability to continue marketing the systems to other local jurisdictions in San Mateo County.

ISD was successful at implementing and supporting a new pilot (200) virtual desktop infrastructure for the San Mateo Medical Center. ISD will focus on deploying many more virtual desktops over the next two years to meet the needs of departments. This technology replaces the traditional PC desktop with a virtual PC run and managed from the data center. This lowers the capital cost of equipment, reduces security risk, and improves support.

ISD will continue to migrate ISD managed servers into a virtual server platform. Virtual servers are a cost effective way to produce large amounts of computing instances in a smaller, more energy efficient platform, it lowers the time to implement new servers and lowers supports costs.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Number of radio subscribers	1,360	1,360	1,437	1,900	2,100
Number of Virtual Desktops (VDI)	0	225	225	2,000	2,000
Percent of ISD managed servers virtualized	50%	50%	50%	75%	80%

## Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	85.0	82.0	79.0	49.0	(30.0)	49.0	
Funded FTE	84.0	81.3	78.5	48.5	(30.0)	48.5	
<b>Total Requirements</b>	22,197,579	20,901,585	14,671,748	7,602,066	(7,069,682)	7,956,542	354,476
<b>Total Sources</b>	5,822,260	4,056,909	14,671,748	7,602,066	(7,069,682)	7,956,542	354,476
<b>Net County Cost</b>	16,375,319	16,844,676					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; adjustments reflect an organizational change to better align the department with our new service portfolio, delivery model and rate structure.

Total Requirements	Total Sources	Net County Cost	Positions
(7,069,682)	(7,069,682)	0	31

#### 2. Position Transfer from Human Resources

ISD has assumed the Human Resource Department's (HR) core IT services; one position has been transferred to ISD to support HR as well as other departments in the County.

Total Requirements	Total Sources	Net County Cost	Positions
0	0	0	(1)

### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(7,069,682)	(7,069,682)	0	30

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## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs.

Total Requirements	Total Sources	Net County Cost	Positions
354,476	354,476	0	0

## Client Services (1840P)

### Program Locator

County

Administration and Fiscal

Information Services Department

▷ Client Services

### Program Outcome Statement

The Client Services program strives to continuously improve customer satisfaction for all ISD services

### Program Results

The Client Services program is a new program which has been created to focus on providing customer-facing services. Services covered under the Client Services program include: Program Management, Desktop/End-User Device Support, IT Help Desk, Customer Call Center, Departmental Application Support, Countywide Application Support, and Data/Database Support.

Currently, this program serves 3,905 units (desktops, laptops, etc.) supported under a Service Level Agreement (SLA); this number is projected to increase to 4,690 units supported under an SLA in FY 2013-14. The Customer Call Center has transferred over 335,000 calls this year and we expect this number to drop over the next few years as more self-service, mobile applications and online transactional systems are implemented throughout the County.

During FY 2013-14 we will be implementing new processes and procedures for standardization within the Desktop, Application, Database, Call Center and IT Help Desk. We will also be establishing a SharePoint portal to allow content sharing among departments as well as the ability to create external and internal collaboration and integration sites. In FY 2014-15, we will be implementing a new Service Desk application that will streamline the incident and request process, provide self-service for our customers, automate asset tracking, and enable a mobile IT Help Desk process.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
ISD Managed Database Availability	98%	---	98.5%	99%	99.5%
Percent of Devices Managed by Desktop SLA (virtual or physical)	70%	---	71%	85%	88%
Number of Service Desk Tickets Closed (incidents-INC, requests-REQ and Total-TOT)	22,135 INC 18,220 REQ 40,355 TOT	---	19,710 INC 13,612 REQ 33,322 TOT	19,000 INC 16,000 REQ 35,000 TOT	18,500 INC 18,000 REQ 36,500 TOT

## Client Services (1840P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Salary Resolution	41.0	46.0	41.0	51.0	10.0	51.0	
Funded FTE	41.0	46.0	40.3	51.0	10.7	51.0	
Total Requirements	12,738,234	15,887,437	8,659,925	3,347,289	(5,312,636)	3,002,484	(344,805)
Total Sources	818,954	745,132	8,659,925	3,347,289	(5,312,636)	3,002,484	(344,805)
Net County Cost	11,919,280	15,142,304					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; adjustments reflect an organizational change to better align the department with our new service portfolio, delivery model and rate structure. Also included is a transition of Health IT application related contracts from ISD to the Health System and elimination of one-time projects.

Total Requirements	Total Sources	Net County Cost	Positions
(5,312,636)	(5,312,636)	0	26

#### 2. Position Transfers

Health System-specific applications development and support staff members transferred from ISD to the Health System to bring tighter alignment between health program and the IT applications and staff that support those programs. Core IT functions remain with ISD. In addition, the Web team transferred from the County Managers Office and merged with the ISD to work as one team.

Total Requirements	Total Sources	Net County Cost	Positions
2,840,157	0	(2,840,157)	(17)
(2,840,157)	0	2,840,157	

### 3. Customer Projects

Customer funded projects are included in this budget for the Health System and Human Services. These include PC and Virtual Desktop rollouts, wireless implementations, moves and expansion of existing systems. One position has been added to provide project management and ongoing support for the new Human Resources/Payroll System Replacement.

Total Requirements	Total Sources	Net County Cost	Positions
2,390,480	0	(2,390,480)	1
(2,390,480)	0	2,390,480)	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(5,312,636)	(5,312,636)	0	10

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: inclusion of merit increases, and increases in retirement contributions and health benefit costs; also included is the final transition of Health IT application related contracts from ISD to the Health System and the elimination of one-time projects.

Total Requirements	Total Sources	Net County Cost	Positions
(344,805)	(344,805)	0	0

#### 2. Customer Projects

Customer funded projects are included in this budget for the Health System and Human Services. These include PC and Virtual Desktop rollouts, wireless implementations, moves and expansion of existing systems.

Total Requirements	Total Sources	Net County Cost	Positions
815,350	0	(815,350)	0
(815,350)	0	815,350	0

#### TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
(344,805)	(344,805)	0	0

## Information Technology Innovation (1844P)

### Program Locator

County

Administration and Fiscal

Information Services Department

▷ **Information Technology Innovation**

### Program Outcome Statement

Provide technology services to departments, residents, and agencies while improving efficiency

### Program Results

Implemented the new ATKS time capture system at the San Mateo Medical Center which will result in a more accurate accounting of time for staff working in the Health Department and has potential to be expanded to other departments for time capture.

ISD worked with the County Manager's Office to initiate a project to replace the current web management system which limits the communication potential of the entire county to begin the process of creating a new system which will bring the various disparate web systems in the County back into a single portal for citizen access and web services.

To promote Transparency and Citizen Self Service, ISD successfully launched a SMC Open Data Portal as a clearing house of datasets that can be used to create useful applications and reports. ISD appointed an Open Data Manager to promote this idea and to work with departments to continue to release more data over time. These initiatives will also be the hub for the SMC Open Checkbook, SMCstats program, and Measure A performance dashboard.

To improve county staff productivity, ISD made changes to County policy to support users accessing county systems and data via personally owned devices such as smart phones and tablets. This will reduce the amount of end user equipment the county needs to buy in the future to enable employee's access to critical systems such as email, etc.

The CIO will be working with ISD and Department partners to re-invigorate the IT Governance and IT Strategic Planning process. The goal of this will be to clearly articulate the 5 year countywide IT direction and projects that will result in a more modern and effective IT support business for county users and the public.

### Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of ITSP projects funded by the Board	---	---	0	80%	90%
Number of personal devices managed by ISD	---	---	0	100	500
Number of data sets avail on the open data portal	---	15	45	55	80

## Information Technology Innovation (1844P) Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	881,989	484,854		8,253,000	8,253,000	2,722,000	(5,531,000)
Total Sources				8,253,000	8,253,000	2,722,000	(5,531,000)
Net County Cost	881,989	484,854					

### FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: elimination of one-time projects and costs have been made.

Total Requirements	Total Sources	Net County Cost	Positions
9624613	0	(9624613)	0
(9624613)	0	9624613	0

#### 2. Technology Initiatives

FY 2013-14 funding for countywide initiatives have been included, projects with outside funding sources include the Radio system upgrade and the Criminal Justice System projects. Other projects funded include a Human Resource / Payroll replacement project, Countywide Website migration, Network system upgrade, Office 365 and Email, VDI Infrastructure and a telecommunications planning project.

Total Requirements	Total Sources	Net County Cost	Positions
8,253,000	8,253,000	0	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
8,253,000	8,253,000	0	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect second year costs and funding levels for multi-year technology initiatives, including the Radio system upgrade, Criminal Justice System projects, Human Resource /Payroll replacement project, Network system upgrade, Office 365 and Email, VDI Infrastructure and a telecommunications planning project.

Total Requirements	Total Sources	Net County Cost	Positions
(5,531,000)	(5,531,000)	0	0

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## Grand Jury (1920B)

### Program Locator

#### County

Administrative and Fiscal

#### ▷ Grand Jury

### Program Outcome Statement

Conducts civil investigations of county and city government operations

### Program Results

The Civil Grand Jury is a judicial body composed of nineteen citizen volunteers who serve as the “watchdog” for citizens of the County. The panel of grand jurors conducts civil investigations on subjects related to the operations of local government. Citizens can request an inquiry by the Civil Grand Jury on any subject of interest. The independent panel has discretion over which subjects will be investigated. The Independent Contractor that audits the County’s financial statements is also budgeted in this program.

The FY 2011-12 Grand Jury conducted thirteen investigations and published thirteen official reports: Can an Electronic Monitoring Program for Pre-Trial Detainees Help to Reduce Jail Overcrowding; Controlling the County’s Escalating Retirement Costs, Does San Mateo County Need 13 Separate Police Dispatch Centers; Summary of Responses to the 2010-11 San Mateo County Civil Grand Jury Final Reports, Court and Community Schools, Still No Emergency Action Plans for Levee Failures in San Mateo County; Food-Borne Illness: A Moving Target; Whooping Cough Immunization Rates- A San Mateo County Success Story; The Annual Flooding of Pescadero Creek Road; Coastside Fire Protection District- Going Backward or Forward; San Mateo County Office of Emergency Services: Post-San Bruno Fire Self Evaluation; Public Pool Safety: The Bottom Line; The County, San Carlos and Cal Fire, A Missed Opportunity.

At the end of each official report, the Grand Jury makes recommendations that require a response within ninety days for the Board of Supervisors and sixty days for elected officials. Each recommendation requires one of the following responses: the recommendation has been implemented, the recommendation has not yet been implemented, the recommendation requires further analysis, or the recommendation will not be implemented. San Mateo County officials and staff agreed to implement or already implemented 25 out of 39 total recommendations. Finally, the Grand Jury found the audits of the County financial statements to be complete and accurate.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Percent of time that the County's financial statements are fairly stated in all material respects	100%	100%	100%	100%	100%
Percent of Grand Jury recommendations that San Mateo County elected officials and staff agreed to implement or have already implemented	64%	50%	50%	50%	50%
Number of Official Grand Jury reports	13	10	14	10	10

Grand Jury (1920B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	686,242	531,053	524,357	524,357		504,425	(19,932)
Total Sources	174,464	144,513					
Net County Cost	511,778	386,540	524,357	524,357		504,425	(19,932)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

There are no significant changes.

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: four fewer single audits are required for the FY 2013-14 financial audit, which caused a reduction in the financial auditor contract amount.

Total Requirements	Total Sources	Net County Cost	Positions
(19,932)	0	(19,932)	0

Grand Jury (1920B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fund Balance	174,464	144,513					
<b>TOTAL SOURCES</b>	174,464	144,513					
<b>REQUIREMENTS</b>							
Salaries and Benefits	49,676	50,256	55,941	55,941		55,941	
Services and Supplies	519,903	352,076	467,416	467,916	500	447,984	(19,932)
Other Charges	3,274	197	1,000	500	(500)	500	
<b>Net Appropriations</b>	572,853	402,530	524,357	524,357		504,425	(19,932)
Contingencies/Dept Reserves	113,389	128,523					
<b>TOTAL REQUIREMENTS</b>	686,242	531,053	524,357	524,357		504,425	(19,932)
<b>NET COUNTY COST</b>	511,778	386,540	524,357	524,357		504,425	(19,932)

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## Non-Departmental Services (8000B)

### Budget Unit Locator

County

Administrative and Fiscal

▷ **Non-Departmental Services**

### Budget Unit Description

The Non-Departmental Services budget unit contains general purpose revenues, including property tax, sales and use tax, transient occupancy tax (TOT), interest earnings, and overhead recovered from Non-General Fund departments through the A-87 cost plan. These revenues, along with Non-Departmental Fund Balance, are used to offset any Net County Cost in General Fund departments. This budget unit also includes appropriations that benefit many or all departments such as Countywide IT projects, facility repairs, capital improvement projects and debt service payments.

The County has four categories of General Fund Reserves: Non-Departmental Reserves, ERAF Reserves, Contingencies, and Departmental Reserves. The County's Reserves Policy stipulates that the General Fund maintain a 5% General Reserve and a 3% Contingency and that operating departments maintain a 2% Departmental Reserve. The 5% General Reserve and the 3% Contingency are budgeted here. On January 31, 2012, the Board of Supervisors amended the Reserves Policy to use 50% of Excess ERAF on an ongoing basis. ERAF Reserves continue to be used for one-time uses, such as capital and IT projects, pay down of unfunded liabilities, debt retirement, and productivity enhancement and cost avoidance projects.

### Program Results

Major initiatives undertaken successfully during the course of this past fiscal year that impact this budget unit include the refunding of outstanding 1997, 1999 and 2001 lease revenue bonds, saving the County 5.84% or \$2.3 million in Net Present Value savings and total future year savings over the life of the bonds of \$4.5 million. Another major accomplishment was the Board's adoption of a policy to make additional pension contributions over the next ten years of \$150 million and fund the retirement system at an accelerated blended rate of 38% through FY 2022-23. This initiative will save the County \$300 million over the next 30 years and result in significant annual savings by FY 2023-24, when the Measure A Half-Cent Sales Tax sunsets, providing the County with additional fiscal capacity to continue programs funded with Measure A proceeds. This budget unit will also provide pay-as-you-go funding for the design, architecture and construction of the Maple Street Correctional Center until such time that lease revenue bonds are issued later this Fall. These funds will be replenished with proceeds from the bond financing. General purpose revenue growth in FY 2012-13 will exceed expectations due to unanticipated one-time RDA funds as well as better than expected results from local sales tax and the new Measure T Vehicle Rental Business License Tax.

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
General Purpose Revenue Growth	2.36%	5.70%	7.54%	2.72%	3.34%
General Fund Reserves and Contingencies	\$183.1M	\$180.0M	\$220M	\$202.6M	\$192.4M
General Fund Reserves and Contingencies as a % of Net Appropriations	18.26%	16.60%	20.29%	16.85%	17.57%

Non-Departmental Services (8000B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	298,931,288	278,936,383	222,771,883	350,838,036	128,066,153	239,917,995	(110,920,041)
Total Sources	637,030,623	590,209,448	583,878,297	709,280,071	125,401,774	609,219,488	(100,060,583)
Net County Cost	(338,099,335)	(311,273,066)	(361,106,414)	(358,442,035)	2,664,379	(369,301,493)	(10,859,458)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

**1. Adjustments to Provide Current Level Services:**

Budget adjustments have been made to reflect current costs for existing levels of service and performance: adjustments to general purpose revenues, including Secured, Unsecured and Supplemental Property Tax, Property Tax In-Lieu of Vehicle License Fees, point-of-sale and Triple Flip Sales Tax, Vehicle Rental Business License Tax, and interest and investment income; adjustments to various countywide initiatives, such as election costs, SMC Saves, and IT and Capital projects; and the removal of one-time items, such as the Planning and Building loan and various Parks projects.

Total Requirements	Total Sources	Net County Cost	Positions
(9,020,991)	25,626,808	(34,647,799)	0

**2. Additional Pension Contributions**

On August 6, 2013 the Board authorized staff to draft a Memorandum of Understanding with SamCERA to reduce unfunded pension liabilities by using one-time sources such as Reserves and Excess ERAF. The Board approved an option that calls for a \$50 million contribution in FY 2013-14 and \$10 million per year through FY 2022-23. The approved option also calls for the blended contribution rate to remain flat at 38% through FY 2022-23. This initiative will

accelerate the pay down of the County's unfunded pension liability and result in significant ongoing savings beginning in FY 2024-25. A combination of department reserves and Excess ERAF reserves will be used for this purpose.

Total Requirements	Total Sources	Net County Cost	Positions
50,000,000	0	50,000,000	0

### 3. Funding for Agile Organization Implementation

Funding is provided for the implementation of the Agile Organization initiative. These funds will be transferred to Human Resources to cover the cost of three Human Resource Technicians, consulting costs and purchase of a volunteer management system.

Total Requirements	Total Sources	Net County Cost	Positions
314,853	0	314,853	0

### 4. ADA Capital Projects

Responsibility for oversight of ADA capital projects and facilitating the ADA Compliance Committee meetings has been transferred from Public Works to Human Resources.

Total Requirements	Total Sources	Net County Cost	Positions
250,000	0	250,000	0

### 5. Service Charge Redesign

With the implementation of service charge redesign, the subsidies to ISD and Public Works Facilities to keep internal service charge rates flat have been eliminated.

Total Requirements	Total Sources	Net County Cost	Positions
(2,188,478)	0	(2,188,478)	0

### 6. Maple Street Correctional Center

Funding is provided on a pay-as-you-go basis for construction of the Maple Street Correctional Center. The funding should provide adequate appropriation until such time as lease revenue bonds are issued to fund the project. Once the bond funds are available, the County plans to replenish Excess ERAF Reserves from the bond proceeds used for jail planning, architecture, site preparation and construction costs incurred in FY 2012-13 and FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
51,648,490	62,568,540	(10,920,050)	0

### 7. Fund Balance and Reserves

Adjustments are made to reflect projected year-end Fund Balance and Reserves. These increases are primarily the result of unanticipated general purpose revenues in FY 2012-13, including Excess ERAF.

Total Requirements	Total Sources	Net County Cost	Positions
37,062,279	37,206,426	(144,147)	0

#### TOTAL FY 2013-14 PROGRAM FUNDING ADJUSTMENTS

Total Requirements	Total Sources	Net County Cost	Positions
128,066,153	125,401,774	2,664,379	0

### FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

#### 1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance: adjustments to general purpose revenues, including Secured, Unsecured and Supplemental Property Tax, Property Tax In-Lieu of Vehicle License Fees, point-of-sale and Triple Flip Sales Tax, Vehicle Rental Business License Tax, and interest and investment income; adjustments to various countywide initiatives, such as election costs, SMC Saves, and IT and Capital projects; and the removal of one-time items, such as the Maple Street Correctional Center expenditures and related bond proceeds, and the additional pension contribution of \$50 million in FY 2013-14.

Total Requirements	Total Sources	Net County Cost	Positions
(109,676,864)	(49,521,744)	(60,155,120)	0

#### 2. Additional Pension Contributions

The adjustment appropriates the additional annual contribution of \$10 million by using department reserves and Excess ERAF.

Total Requirements	Total Sources	Net County Cost	Positions
10,000,000	0	10,000,000	0

#### 3. Fund Balance and Reserves

Adjustments are made to reflect projected year-end Fund Balance and Reserves. The decreases in Fund Balance and Reserves are primarily due to the additional pension contributions.

Total Requirements	Total Sources	Net County Cost	Positions
(11,243,177)	(50,538,839)	39,295,662	0

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**TOTAL FY 2014-15 PROGRAM FUNDING ADJUSTMENTS**

Total Requirements	Total Sources	Net County Cost	Positions
(110,920,041)	(100,060,583)	(10,859,458)	0

## Non-Departmental Services (8000B) ALL FUNDS

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	371,276,557	366,923,355	352,156,907	362,877,634	10,720,727	371,682,689	8,805,055
Licenses, Permits and Franchises	396,181	387,607	387,607	394,645	7,038	394,645	
Fines, Forfeitures and Penalties	415,227	198,308					
Use of Money and Property	6,366,169	6,728,057	5,811,790	7,488,661	1,676,871	11,615,526	4,126,865
Intergovernmental Revenues	2,321,801	17,135,303	1,346,599	15,069,026	13,722,427	15,095,149	26,123
Charges for Services	1,589,172	24,390	208	162,584	162,376	162,584	
Interfund Revenue	4,604,695	5,107,751	5,342,859	4,643,125	(699,734)	4,731,988	88,863
Miscellaneous Revenue	3,426,364	1,074,448	100,000	137,103	37,103	136,993	(110)
Other Financing Sources				62,568,540	62,568,540		(62,568,540)
<b>Total Revenue</b>	<b>390,396,166</b>	<b>397,579,219</b>	<b>365,145,970</b>	<b>453,341,318</b>	<b>88,195,348</b>	<b>403,819,574</b>	<b>(49,521,744)</b>
Fund Balance	246,634,457	192,630,229	218,732,327	255,938,753	37,206,426	205,399,914	(50,538,839)
<b>TOTAL SOURCES</b>	<b>637,030,623</b>	<b>590,209,448</b>	<b>583,878,297</b>	<b>709,280,071</b>	<b>125,401,774</b>	<b>609,219,488</b>	<b>(100,060,583)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,695,531	3,227,357	4,100,000	52,100,000	48,000,000	12,100,000	(40,000,000)
Services and Supplies	16,469,210	16,691,169	31,449,516	32,533,697	1,084,181	36,030,311	3,496,614
Other Charges	2,389,795	2,430,560	4,250,473	3,139,798	(1,110,675)	3,140,273	475
Fixed Assets		43,188					
Other Financing Uses	66,319,450	12,260,142	43,411,533	86,626,013	43,214,480	22,290,790	(64,335,223)
<b>Gross Appropriations</b>	<b>86,873,986</b>	<b>34,652,415</b>	<b>83,211,522</b>	<b>174,399,508</b>	<b>91,187,986</b>	<b>73,561,374</b>	<b>(100,838,134)</b>
Intrafund Transfers	(638,462)	(662,800)	(653,497)	(487,609)	165,888	(497,361)	(9,752)
<b>Net Appropriations</b>	<b>86,235,524</b>	<b>33,989,615</b>	<b>82,558,025</b>	<b>173,911,899</b>	<b>91,353,874</b>	<b>73,064,013</b>	<b>(100,847,886)</b>
Contingencies/Dept Reserves	212,695,764	244,946,768	140,213,858	176,926,137	36,712,279	166,853,982	(10,072,155)
<b>TOTAL REQUIREMENTS</b>	<b>298,931,288</b>	<b>278,936,383</b>	<b>222,771,883</b>	<b>350,838,036</b>	<b>128,066,153</b>	<b>239,917,995</b>	<b>(110,920,041)</b>
<b>NET COUNTY COST</b>	<b>(338,099,335)</b>	<b>(311,273,066)</b>	<b>(361,106,414)</b>	<b>(358,442,035)</b>	<b>2,664,379</b>	<b>(369,301,493)</b>	<b>(10,859,458)</b>

## Debt Service Fund (8900B)

### Budget Unit Locator

County

Administrative and Fiscal

▷ **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 source before payments are made. In June 1997, the County adopted a Debt Limit policy that caps annual debt service payments at 4% of the County Budget average for the last five years. The payment of debt service obligation is a mandated function.

### Program Results

In September 2008 the County refinanced the 2003 Youth Services Center bonds to escape from the failing Auction Rate Security Market (ARS) market. One of the major drivers in the failing ARS market was the wholesale collapse of the bond insurance industry. In preparation of refinancing the 2003 bonds, the County obtained its own credit ratings from Moody's and Standard & Poor's to eliminate its reliance on bond insurance. In August 2008 the County received issuer credit ratings Aa1 from Moody's and AA+ from Standard & Poor's. The Standard & Poor's rating was subsequently upgraded to AAA in October 2008, making San Mateo County the highest rated County in the State of California. In December 2009 the County refunded the 1997 and 1999 Lease Revenue Bonds, resulting in annual ongoing savings of \$760,000.

The County recently refunded outstanding 1997, 1999 and 2001 lease revenue bonds, which included \$4 million in new financing for replacement of the Skylonda Fire Station. The station is barely functional in its current state of disrepair. The refunded portion of the financing will save the County 5.84% or \$2.3 million in Net Present Value savings and total future year savings over the life of the bonds of \$4.5 million and offsets over half the future cost of the new money for the fire station. The refunding and new money financing is not yet reflected in the budget as the County has not yet received updated debt service schedules but the impact on overall debt is minimal. The financing for the Maple Street Correctional Center, a 576-bed jail facility with a warm shell for additional re-entry and transitional programming, will likely occur in the winter of 2013. That financing, which will cover the \$165 million construction project, is expected to increase annual debt service by \$13 million.

Debt service obligations for FY 2013-14 total \$30,689,889

Debt service obligations for FY 2014-15 total \$29,632,239

## Performance Measures

	FY 2011-12 Actual	FY 2012-13 Target	FY 2012-13 Estimate	FY 2013-14 Target	FY 2014-15 Target
Issuer credit ratings from Moody's and Standard & Poor's	Aaa/ AAA	Aaa/ AAA	Aaa/ AAA	Aaa/ AAA	Aaa/ AAA
Debt Service obligations paid on time and within budget	100%	100%	100%	100%	100%

Debt Service Fund (8900B)  
Resource Allocation Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
Total Requirements	46,917,211	47,279,449	47,661,809	48,277,350	615,541	47,594,060	(683,290)
Total Sources	46,917,211	47,279,449	47,661,809	48,277,350	615,541	47,594,060	(683,290)

## FY 2013-14 Program Funding Adjustments

The following are significant changes from the FY 2012-13 Revised to the FY 2013-14 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance.

Total Requirements	Total Sources	Net County Cost	Positions
615,541	615,541	0	0

## FY 2014-15 Program Funding Adjustments

The following are significant changes from the FY 2013-14 Recommended Budget to the FY 2014-15 Recommended Budget:

1. Adjustments to Provide Current Level Services:

Budget adjustments have been made to reflect current costs for existing levels of service and performance.

Total Requirements	Total Sources	Net County Cost	Positions
(683,290)	(683,290)	0	0

## FY 2013-14 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control <sup>1</sup>	405,000	1,107,139	1,512,139	Colma Creek Flood Control Special District Revenue
Courts Relocation Project	215,000	247,338	462,338	Courthouse Construction Fund
Crime Lab	380,000	524,996	904,996	General Fund/Fees
Equipment Project	20,000	21,563	41,563	General Fund/User Departments
Health Center	3,845,000	4,334,100	8,179,100	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	150,000	172,913	322,913	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	3,505,000	1,962,250	5,467,250	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin Micro-	665,000	218,398	883,398	Reserves/User Departments/Cities
New Office Building	995,000	1,121,000	2,116,000	Facilities Surcharge/Rent from County Departments
North County Clinic	540,000	103,925	643,925	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	845,000	16,900	861,900	General Fund
Youth Services Center	2,990,000	6,304,369	9,294,369	Rent From Departments
<b>TOTAL DEBT SERVICE</b>	<b>14,555,000</b>	<b>16,134,889</b>	<b>30,689,889</b>	

<sup>1</sup> Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit	
Fiscal Year	Budget
Adopted FY 2009-10	1,755,387,719
Adopted FY 2010-11	1,816,193,673
Adopted FY 2011-12	1,751,892,284
Adopted FY 2012-13	1,886,737,968
Recommended FY 13-14	2,107,633,744
Five Year Average	1,863,569,078
Debt Limit 4.0%	74,542,763
FY 2013-14 Debt Service Subject to the Debt Limit <sup>1</sup>	29,177,750
Under Limit by this Amount	45,365,013
% Under Debt Limit	60.9%

<sup>1</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

## FY 2014-15 Long Term Debt Service

Long-Term Debt Service	Princi-	Interest	Total	Funding Sources
Colma Creek Flood Control <sup>1</sup>	425,000	1,086,139	1,511,139	Colma Creek Flood Control Special District Revenue
Courts Relocation Project	220,000	239,725	459,725	Courthouse Construction Fund
Crime Lab	395,000	508,970	903,970	General Fund/Fees
Equipment Project	20,000	20,838	40,838	General Fund/User Departments
Health Center	4,040,000	4,163,113	8,203,113	General Fund/SB1732FQHC/Tobacco Settlement
HSA Redwood City District Office	155,000	167,575	322,575	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	3,730,000	1,734,425	5,464,425	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin Micro-	690,000	190,780	880,780	Reserves/User Departments/Cities
New Office Building	1,060,000	826,094	1,886,094	Facilities Surcharge/Rent from County Departments
North County Clinic	585,000	78,263	663,263	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	---	---	---	General Fund
Youth Services Center	3,130,000	6,166,319	9,296,319	Rent From Departments
<b>TOTAL DEBT SERVICE</b>	<b>14,450,00</b>	<b>15,182,239</b>	<b>29,632,239</b>	

<sup>1</sup> Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit	
Fiscal Year	Budget
Adopted FY 2010-11	1,816,193,673
Adopted FY 2011-12	1,751,892,284
Adopted FY 2012-13	1,886,737,968
Recommended FY 13-14	2,107,633,744
Recommended FY 14-15	1,888,100,109
Five Year Average	1,890,111,556
Debt Limit 4.0%	75,604,462
FY 2013-14 Debt Service Subject to the Debt Limit <sup>1</sup>	28,121,100
Under Limit by this Amount	47,483,362
<b>% Under Debt Limit</b>	<b>62.8%</b>

<sup>1</sup> Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.

## Debt Service Fund (8900B)

## Debt Service Fund

## FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	196,394	168,325					
Interfund Revenue			12,057,613	12,500,362	442,749	12,177,799	(322,563)
Miscellaneous Revenue		69,749					
Other Financing Sources	30,264,608	30,368,432	18,656,255	18,683,230	26,975	17,855,303	(827,927)
<b>Total Revenue</b>	<b>30,461,003</b>	<b>30,606,507</b>	<b>30,713,868</b>	<b>31,183,592</b>	<b>469,724</b>	<b>30,033,102</b>	<b>(1,150,490)</b>
Fund Balance	16,456,209	16,672,942	16,947,941	17,093,758	145,817	17,560,958	467,200
<b>TOTAL SOURCES</b>	<b>46,917,211</b>	<b>47,279,449</b>	<b>47,661,809</b>	<b>48,277,350</b>	<b>615,541</b>	<b>47,594,060</b>	<b>(683,290)</b>
<b>REQUIREMENTS</b>							
Other Charges	30,244,270	30,331,507	30,650,767	30,716,392	65,625	29,658,742	(1,057,650)
<b>Net Appropriations</b>	<b>30,244,270</b>	<b>30,331,507</b>	<b>30,650,767</b>	<b>30,716,392</b>	<b>65,625</b>	<b>29,658,742</b>	<b>(1,057,650)</b>
Contingencies/Dept Reserves		0					
Non-General Fund Reserves	16,672,941	16,947,941	17,011,042	17,560,958	549,916	17,935,318	374,360
<b>TOTAL REQUIREMENTS</b>	<b>46,917,211</b>	<b>47,279,449</b>	<b>47,661,809</b>	<b>48,277,350</b>	<b>615,541</b>	<b>47,594,060</b>	<b>(683,290)</b>

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## BUDGET UNIT AND PROGRAM SUMMARIES

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 **RECOMMENDED BUDGET**



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and  
Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with  
respect and dignity



Sheriff's Office (3000B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	3,140	3,915	2,100	2,100		2,100	
Fines, Forfeitures and Penalties	264,308	243,321	322,000	322,000		293,636	(28,364)
Intergovernmental Revenues	46,419,678	60,851,849	81,026,412	78,512,066	(2,514,346)	82,780,774	4,268,708
Charges for Services	9,319,052	10,656,387	10,410,158	10,554,382	144,224	10,173,750	(380,632)
Interfund Revenue	12,902,111	3,602,526	3,552,691	3,599,599	46,908	3,579,541	(20,058)
Miscellaneous Revenue	993,898	1,132,288	717,513	828,986	111,473	863,986	35,000
Other Financing Sources	303,215	21,150					
<b>Total Revenue</b>	<b>70,205,403</b>	<b>76,511,436</b>	<b>96,030,874</b>	<b>93,819,133</b>	<b>(2,211,741)</b>	<b>97,693,787</b>	<b>3,874,654</b>
Fund Balance	9,967,565	12,582,189	12,858,673	10,651,975	(2,206,698)	9,674,606	(977,369)
<b>TOTAL SOURCES</b>	<b>80,172,968</b>	<b>89,093,625</b>	<b>108,889,547</b>	<b>104,471,108</b>	<b>(4,418,439)</b>	<b>107,368,393</b>	<b>2,897,285</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	125,362,371	131,323,927	141,957,643	142,258,292	300,649	148,921,542	6,663,250
Services and Supplies	13,249,349	13,838,964	26,790,898	21,102,887	(5,688,011)	18,830,170	(2,272,717)
Other Charges	18,010,804	17,286,354	18,651,309	21,903,303	3,251,994	22,059,678	156,375
Fixed Assets	5,668,904	3,214,474	5,520,983	5,933,818	412,835	5,894,818	(39,000)
Other Financing Uses	1,880,796	3,248,267	905,009	904,997	(12)	903,971	(1,026)
<b>Gross Appropriations</b>	<b>164,172,224</b>	<b>168,911,986</b>	<b>193,825,842</b>	<b>192,103,297</b>	<b>(1,722,545)</b>	<b>196,610,179</b>	<b>4,506,882</b>
Intrafund Transfers	(1,876,241)	(918,352)	(2,511,025)	(2,485,809)	25,216	(1,555,470)	930,339
<b>Net Appropriations</b>	<b>162,295,983</b>	<b>167,993,634</b>	<b>191,314,817</b>	<b>189,617,488</b>	<b>(1,697,329)</b>	<b>195,054,709</b>	<b>5,437,221</b>
Contingencies/Dept Reserves	6,296,631	5,116,781	7,238,392	6,103,285	(1,135,107)	5,723,987	(379,298)
<b>TOTAL REQUIREMENTS</b>	<b>168,592,614</b>	<b>173,110,415</b>	<b>198,553,209</b>	<b>195,720,773</b>	<b>(2,832,436)</b>	<b>200,778,696</b>	<b>5,057,923</b>
<b>NET COUNTY COST</b>	<b>88,419,646</b>	<b>84,016,790</b>	<b>89,663,662</b>	<b>91,249,665</b>	<b>1,586,003</b>	<b>93,410,303</b>	<b>2,160,638</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	659.0	665.0	679.0	692.0	13.0	749.0	57.0
Funded FTE	654.7	644.0	670.9	686.3	15.4	715.8	29.5

## Administrative and Support Services (3011P) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	2,599						
Intergovernmental Revenues	558	18,234	3,850	3,850			(3,850)
Charges for Services	269,949	589,681	271,900	271,900		258,300	(13,600)
Interfund Revenue	69,567	41,487	15,000	15,000		15,000	
Miscellaneous Revenue	28,215	15,847	101,389	101,389		101,389	
<b>Total Revenue</b>	<b>370,889</b>	<b>665,249</b>	<b>392,139</b>	<b>392,139</b>		<b>374,689</b>	<b>(17,450)</b>
Fund Balance	9,967,565	12,582,189	12,858,673	10,651,975	(2,206,698)	9,674,606	(977,369)
<b>TOTAL SOURCES</b>	<b>10,338,454</b>	<b>13,247,438</b>	<b>13,250,812</b>	<b>11,044,114</b>	<b>(2,206,698)</b>	<b>10,049,295</b>	<b>(994,819)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	4,194,714	3,767,849	4,117,568	4,401,075	283,507	4,439,513	38,438
Services and Supplies	773,304	1,118,022	1,715,970	1,371,994	(343,976)	1,371,994	
Other Charges	847,950	901,197	809,970	1,783,600	973,630	1,638,581	(145,019)
Fixed Assets		53,689					
<b>Gross Appropriations</b>	<b>5,815,969</b>	<b>5,840,757</b>	<b>6,643,508</b>	<b>7,556,669</b>	<b>913,161</b>	<b>7,450,088</b>	<b>(106,581)</b>
Intrafund Transfers	(108,692)	(108,692)	(685,921)	(541,963)	143,958	(541,963)	
<b>Net Appropriations</b>	<b>5,707,277</b>	<b>5,732,065</b>	<b>5,957,587</b>	<b>7,014,706</b>	<b>1,057,119</b>	<b>6,908,125</b>	<b>(106,581)</b>
Contingencies/Dept Reserves	6,296,631	5,116,781	7,238,392	6,103,285	(1,135,107)	5,723,987	(379,298)
<b>TOTAL REQUIREMENTS</b>	<b>12,003,908</b>	<b>10,848,846</b>	<b>13,195,979</b>	<b>13,117,991</b>	<b>(77,988)</b>	<b>12,632,112</b>	<b>(485,879)</b>
<b>NET COUNTY COST</b>	<b>1,665,454</b>	<b>(2,398,592)</b>	<b>(54,833)</b>	<b>2,073,877</b>	<b>2,128,710</b>	<b>2,582,817</b>	<b>508,940</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	23.0	22.0	27.0	29.0	2.0	29.0	
Funded FTE	23.0	22.0	27.0	29.0	2.0	29.0	

Professional Standards Bureau (3013P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	3,140	3,840	2,100	2,100		2,100	
Intergovernmental Revenues	1,112,265	1,228,539	1,233,315	1,233,315		1,233,315	
Charges for Services	173,089	280,249	307,100	307,100		260,990	(46,110)
Interfund Revenue	32,533	33,049	28,705	28,705		28,705	
Miscellaneous Revenue	147,915	122,005	489,000	489,000		489,000	
Other Financing Sources	23,500	21,150					
<b>TOTAL SOURCES</b>	<b>1,492,441</b>	<b>1,688,832</b>	<b>2,060,220</b>	<b>2,060,220</b>		<b>2,014,110</b>	<b>(46,110)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	9,480,430	8,049,903	8,024,655	8,034,779	10,124	8,131,540	96,761
Services and Supplies	488,870	705,135	991,478	950,954	(40,524)	950,954	
Other Charges	984,370	729,961	753,256	667,330	(85,926)	670,225	2,895
Fixed Assets			900,000		(900,000)		
<b>Gross Appropriations</b>	<b>10,953,669</b>	<b>9,484,999</b>	<b>10,669,389</b>	<b>9,653,063</b>	<b>(1,016,326)</b>	<b>9,752,719</b>	<b>99,656</b>
Intrafund Transfers	(145,521)	(164,079)	(190,256)	(396,035)	(205,779)	(396,035)	
<b>TOTAL REQUIREMENTS</b>	<b>10,808,148</b>	<b>9,320,920</b>	<b>10,479,133</b>	<b>9,257,028</b>	<b>(1,222,105)</b>	<b>9,356,684</b>	<b>99,656</b>
<b>NET COUNTY COST</b>	<b>9,315,707</b>	<b>7,632,088</b>	<b>8,418,913</b>	<b>7,196,808</b>	<b>(1,222,105)</b>	<b>7,342,574</b>	<b>145,766</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	55.0	45.0	42.0	43.0	1.0	43.0	
Funded FTE	54.9	45.0	41.9	42.9	1.0	42.9	

Forensic Laboratory (3017P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	2,515,975	2,944,125	3,813,766	2,111,783	(1,701,983)	2,111,783	
Charges for Services	1,089,613	1,376,771	1,673,750	1,673,750		1,522,423	(151,327)
Interfund Revenue	689,743	695,829	660,972	660,643	(329)	663,360	2,717
Miscellaneous Revenue	48,133	37,346					
<b>TOTAL SOURCES</b>	<b>4,343,463</b>	<b>5,054,071</b>	<b>6,148,488</b>	<b>4,446,176</b>	<b>(1,702,312)</b>	<b>4,297,566</b>	<b>(148,610)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	4,423,515	4,207,982	4,583,732	4,487,784	(95,948)	4,517,627	29,843
Services and Supplies	1,439,276	1,202,872	2,195,092	955,819	(1,239,273)	955,819	
Other Charges	1,151,985	756,193	887,189	896,269	9,080	900,437	4,168
Fixed Assets	73,064	693,981	435,779	29,704	(406,075)	14,704	(15,000)
Other Financing Uses	907,553	904,181	905,009	904,997	(12)	903,971	(1,026)
<b>Gross Appropriations</b>	<b>7,995,392</b>	<b>7,765,209</b>	<b>9,006,801</b>	<b>7,274,573</b>	<b>(1,732,228)</b>	<b>7,292,558</b>	<b>17,985</b>
Intrafund Transfers	(418,539)	(141,635)					
<b>TOTAL REQUIREMENTS</b>	<b>7,576,853</b>	<b>7,623,574</b>	<b>9,006,801</b>	<b>7,274,573</b>	<b>(1,732,228)</b>	<b>7,292,558</b>	<b>17,985</b>
<b>NET COUNTY COST</b>	<b>3,233,390</b>	<b>2,569,503</b>	<b>2,858,313</b>	<b>2,828,397</b>	<b>(29,916)</b>	<b>2,994,992</b>	<b>166,595</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	31.0	30.0	29.0	30.0	1.0	30.0	
Funded FTE	29.8	29.0	29.0	30.0	1.0	30.0	

Patrol Bureau (3051P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	239,111	226,653	282,000	282,000		253,636	(28,364)
Intergovernmental Revenues	10,136,978	17,681,122	21,467,324	21,139,926	(327,398)	21,345,159	205,233
Charges for Services	6,593,019	7,217,563	6,713,758	6,882,079	168,321	7,006,917	124,838
Interfund Revenue		30,000		57,905	57,905		(57,905)
Miscellaneous Revenue	359,569	354,060	103,624	215,097	111,473	250,097	35,000
<b>TOTAL SOURCES</b>	<b>17,328,677</b>	<b>25,509,398</b>	<b>28,566,706</b>	<b>28,577,007</b>	<b>10,301</b>	<b>28,855,809</b>	<b>278,802</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	26,493,026	33,031,291	37,405,512	36,741,211	(664,301)	37,319,106	577,895
Services and Supplies	1,002,596	1,388,128	1,283,836	1,316,929	33,093	1,316,929	
Other Charges	2,843,183	2,729,792	3,422,880	4,433,921	1,011,041	4,649,356	215,435
Fixed Assets	45,731	102,517		29,659	29,659	5,659	(24,000)
Other Financing Uses	576,316	2,344,087					
<b>Gross Appropriations</b>	<b>30,960,851</b>	<b>39,595,814</b>	<b>42,112,228</b>	<b>42,521,720</b>	<b>409,492</b>	<b>43,291,050</b>	<b>769,330</b>
Intrafund Transfers	(58,414)	52,494	637,189	112,440	(524,749)	112,440	
<b>TOTAL REQUIREMENTS</b>	<b>30,902,437</b>	<b>39,648,308</b>	<b>42,749,417</b>	<b>42,634,160</b>	<b>(115,257)</b>	<b>43,403,490</b>	<b>769,330</b>
<b>NET COUNTY COST</b>	<b>13,573,761</b>	<b>14,138,910</b>	<b>14,182,711</b>	<b>14,057,153</b>	<b>(125,558)</b>	<b>14,547,681</b>	<b>490,528</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	135.0	155.0	158.0	159.0	1.0	159.0	
Funded FTE	132.0	138.0	154.0	155.0	1.0	155.0	

Investigations Bureau (3053P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises		75					
Fines, Forfeitures and Penalties	22,597	16,668	40,000	40,000		40,000	
Intergovernmental Revenues	9,202,119	10,145,740	12,573,383	13,392,886	819,503	13,448,895	56,009
Charges for Services	151,129	114,156	96,000	96,000		63,266	(32,734)
Interfund Revenue	2,225,529	2,174,414	2,237,432	2,215,547	(21,885)	2,242,408	26,861
Miscellaneous Revenue	51,782	82,696					
<b>TOTAL SOURCES</b>	<b>11,653,156</b>	<b>12,533,749</b>	<b>14,946,815</b>	<b>15,744,433</b>	<b>797,618</b>	<b>15,794,569</b>	<b>50,136</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	13,395,065	13,496,672	14,897,667	15,347,193	449,526	15,556,600	209,407
Services and Supplies	4,198,790	4,697,035	5,713,830	5,509,870	(203,960)	5,541,087	31,217
Other Charges	1,173,388	1,381,670	1,506,317	1,510,267	3,950	1,519,726	9,459
Fixed Assets	396,505	55,685	325,000	850,000	525,000	850,000	
<b>Gross Appropriations</b>	<b>19,163,748</b>	<b>19,631,061</b>	<b>22,442,814</b>	<b>23,217,330</b>	<b>774,516</b>	<b>23,467,413</b>	<b>250,083</b>
Intrafund Transfers	(602,558)	(478,497)	(630,129)	(665,251)	(35,122)	(674,912)	(9,661)
<b>TOTAL REQUIREMENTS</b>	<b>18,561,190</b>	<b>19,152,564</b>	<b>21,812,685</b>	<b>22,552,079</b>	<b>739,394</b>	<b>22,792,501</b>	<b>240,422</b>
<b>NET COUNTY COST</b>	<b>6,908,034</b>	<b>6,618,815</b>	<b>6,865,870</b>	<b>6,807,646</b>	<b>(58,224)</b>	<b>6,997,932</b>	<b>190,286</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	72.0	74.0	76.0	79.0	3.0	79.0	
Funded FTE	72.0	73.0	76.0	79.0	3.0	79.0	

Office of Emergency Services (3055P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	9,103,314	4,668,018	13,294,191	10,971,572	(2,322,619)	10,985,295	13,723
Charges for Services	50,000	85,061	50,000	50,000		50,000	
Miscellaneous Revenue	778						
Other Financing Sources	279,715						
<b>TOTAL SOURCES</b>	<b>9,433,807</b>	<b>4,753,080</b>	<b>13,344,191</b>	<b>11,021,572</b>	<b>(2,322,619)</b>	<b>11,035,295</b>	<b>13,723</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,678,869	2,811,790	2,795,675	3,038,164	242,489	3,065,815	27,651
Services and Supplies	2,748,168	1,949,316	8,113,364	4,623,267	(3,490,097)	4,632,938	9,671
Other Charges	857,500	853,974	915,563	1,007,781	92,218	1,044,697	36,916
Fixed Assets	5,153,605	2,284,621	3,860,204	5,024,455	1,164,251	5,024,455	
<b>Gross Appropriations</b>	<b>11,438,142</b>	<b>7,899,701</b>	<b>15,684,806</b>	<b>13,693,667</b>	<b>(1,991,139)</b>	<b>13,767,905</b>	<b>74,238</b>
Intrafund Transfers	(5,790)						
<b>TOTAL REQUIREMENTS</b>	<b>11,432,352</b>	<b>7,899,701</b>	<b>15,684,806</b>	<b>13,693,667</b>	<b>(1,991,139)</b>	<b>13,767,905</b>	<b>74,238</b>
<b>NET COUNTY COST</b>	<b>1,998,545</b>	<b>3,146,621</b>	<b>2,340,615</b>	<b>2,672,095</b>	<b>331,480</b>	<b>2,732,610</b>	<b>60,515</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	10.0	10.0	12.0	13.0	1.0	13.0	
Funded FTE	10.0	10.0	12.0	13.0	1.0	13.0	

Maguire Correctional Facility (3101P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	11,476,844	12,415,448	12,923,122	13,707,753	784,631	13,875,263	167,510
Charges for Services	182,061	74,238	255,000	255,000		205,000	(50,000)
Interfund Revenue	675,098	627,747	610,582	621,799	11,217	630,068	8,269
Miscellaneous Revenue	309,604	464,174					
<b>TOTAL SOURCES</b>	<b>12,643,607</b>	<b>13,581,607</b>	<b>13,788,704</b>	<b>14,584,552</b>	<b>795,848</b>	<b>14,710,331</b>	<b>125,779</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	41,526,189	43,198,692	44,926,976	44,719,907	(207,069)	45,708,992	989,085
Services and Supplies	1,053,975	1,054,696	1,260,835	1,459,773	198,938	1,297,935	(161,838)
Other Charges	8,011,984	8,147,224	8,346,402	9,676,859	1,330,457	9,718,644	41,785
Fixed Assets		23,982					
<b>TOTAL REQUIREMENTS</b>	<b>50,592,148</b>	<b>52,424,593</b>	<b>54,534,213</b>	<b>55,856,539</b>	<b>1,322,326</b>	<b>56,725,571</b>	<b>869,032</b>
<b>NET COUNTY COST</b>	<b>37,948,541</b>	<b>38,842,986</b>	<b>40,745,509</b>	<b>41,271,987</b>	<b>526,478</b>	<b>42,015,240</b>	<b>743,253</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	224.0	221.0	221.0	223.0	2.0	225.0	2.0
Funded FTE	224.0	221.0	221.0	222.8	1.8	224.8	2.0

Custody Programs (3150P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	1,691,668	1,469,553	4,211,813	4,481,060	269,247	8,170,261	3,689,201
Charges for Services	770,684	781,776	1,017,650	993,553	(24,097)	781,854	(211,699)
Miscellaneous Revenue	32,110	15,397	23,500	23,500		23,500	
<b>TOTAL SOURCES</b>	<b>2,494,462</b>	<b>2,266,726</b>	<b>5,252,963</b>	<b>5,498,113</b>	<b>245,150</b>	<b>8,975,615</b>	<b>3,477,502</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	9,291,794	9,438,054	10,021,407	10,590,907	569,500	15,047,353	4,456,446
Services and Supplies	514,966	611,806	4,218,818	3,672,459	(546,359)	1,520,692	(2,151,767)
Other Charges	1,442,004	1,251,365	1,339,024	1,316,967	(22,057)	1,304,071	(12,896)
<b>Gross Appropriations</b>	<b>11,248,764</b>	<b>11,301,225</b>	<b>15,579,249</b>	<b>15,580,333</b>	<b>1,084</b>	<b>17,872,116</b>	<b>2,291,783</b>
Intrafund Transfers	(315,931)	(77,944)	(1,495,000)	(995,000)	500,000	(55,000)	940,000
<b>TOTAL REQUIREMENTS</b>	<b>10,932,834</b>	<b>11,223,282</b>	<b>14,084,249</b>	<b>14,585,333</b>	<b>501,084</b>	<b>17,817,116</b>	<b>3,231,783</b>
<b>NET COUNTY COST</b>	<b>8,438,372</b>	<b>8,956,556</b>	<b>8,831,286</b>	<b>9,087,220</b>	<b>255,934</b>	<b>8,841,501</b>	<b>(245,719)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	41.0	41.0	48.0	51.0	3.0	106.0	55.0
Funded FTE	41.0	41.0	45.0	49.5	4.5	77.0	27.5

Court Security and Transportation Services (3158P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	1,179,958	10,281,070	11,505,648	11,469,921	(35,727)	11,610,803	140,882
Charges for Services	39,509	136,891	25,000	25,000		25,000	
Interfund Revenue	9,209,642						
Miscellaneous Revenue	15,792	40,764					
<b>TOTAL SOURCES</b>	<b>10,444,902</b>	<b>10,458,725</b>	<b>11,530,648</b>	<b>11,494,921</b>	<b>(35,727)</b>	<b>11,635,803</b>	<b>140,882</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	13,878,770	13,321,695	15,184,451	14,897,272	(287,179)	15,134,996	237,724
Services and Supplies	1,029,404	1,111,954	1,297,675	1,241,822	(55,853)	1,241,822	
Other Charges	698,440	534,978	670,708	610,309	(60,399)	613,941	3,632
Other Financing Uses	396,927						
<b>Gross Appropriations</b>	<b>16,003,541</b>	<b>14,968,627</b>	<b>17,152,834</b>	<b>16,749,403</b>	<b>(403,431)</b>	<b>16,990,759</b>	<b>241,356</b>
Intrafund Transfers	(220,796)		(146,908)		146,908		
<b>TOTAL REQUIREMENTS</b>	<b>15,782,745</b>	<b>14,968,627</b>	<b>17,005,926</b>	<b>16,749,403</b>	<b>(256,523)</b>	<b>16,990,759</b>	<b>241,356</b>
<b>NET COUNTY COST</b>	<b>5,337,843</b>	<b>4,509,902</b>	<b>5,475,278</b>	<b>5,254,482</b>	<b>(220,796)</b>	<b>5,354,956</b>	<b>100,474</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	68.0	67.0	66.0	65.0	(1.0)	65.0	
Funded FTE	68.0	65.0	65.0	65.0		65.0	

Message Switch (1940B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	586,033	557,931	550,308	529,210	(21,098)	529,210	
Interfund Revenue	1,212	1,680	1,843	3,766	1,923	3,766	
<b>Total Revenue</b>	<b>587,245</b>	<b>559,611</b>	<b>552,151</b>	<b>532,976</b>	<b>(19,175)</b>	<b>532,976</b>	
Fund Balance	668,278	737,099	832,705	871,107	38,402	707,045	(164,062)
<b>TOTAL SOURCES</b>	<b>1,255,523</b>	<b>1,296,710</b>	<b>1,384,856</b>	<b>1,404,083</b>	<b>19,227</b>	<b>1,240,021</b>	<b>(164,062)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	397,097	363,874	450,451	464,449	13,998	464,449	
Other Charges	267,353	268,060	270,928	270,991	63	270,991	
Fixed Assets				150,000	150,000		(150,000)
<b>Gross Appropriations</b>	<b>664,450</b>	<b>631,935</b>	<b>721,379</b>	<b>885,440</b>	<b>164,061</b>	<b>735,440</b>	<b>(150,000)</b>
Intrafund Transfers	(146,026)	(167,929)	(169,228)	(188,402)	(19,174)	(188,402)	
<b>Net Appropriations</b>	<b>518,424</b>	<b>464,006</b>	<b>552,151</b>	<b>697,038</b>	<b>144,887</b>	<b>547,038</b>	<b>(150,000)</b>
Contingencies/Dept Reserves	737,099	832,704	832,705	707,045	(125,660)	692,983	(14,062)
<b>TOTAL REQUIREMENTS</b>	<b>1,255,523</b>	<b>1,296,710</b>	<b>1,384,856</b>	<b>1,404,083</b>	<b>19,227</b>	<b>1,240,021</b>	<b>(164,062)</b>

Probation Department (3200B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	28,124	26,120	30,500	22,100	(8,400)	22,100	
Intergovernmental Revenues	25,840,241	28,945,702	31,906,338	33,878,265	1,971,927	32,519,152	(1,359,113)
Charges for Services	1,562,557	1,415,513	1,427,323	1,340,834	(86,489)	1,340,834	
Miscellaneous Revenue	287,158	299,152	175,775	175,775		175,775	
<b>Total Revenue</b>	<b>27,718,080</b>	<b>30,686,487</b>	<b>33,539,936</b>	<b>35,416,974</b>	<b>1,877,038</b>	<b>34,057,861</b>	<b>(1,359,113)</b>
Fund Balance	526,030	1,331,572	3,068,128	3,063,043	(5,085)	3,063,043	
<b>TOTAL SOURCES</b>	<b>28,244,110</b>	<b>32,018,059</b>	<b>36,608,064</b>	<b>38,480,017</b>	<b>1,871,953</b>	<b>37,120,904</b>	<b>(1,359,113)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	52,727,986	51,262,396	53,151,593	55,124,781	1,973,188	56,396,246	1,271,465
Services and Supplies	22,011,182	19,726,416	23,563,281	23,587,214	23,933	23,931,467	344,253
Other Charges	16,087,326	15,984,643	16,319,608	15,698,904	(620,704)	15,657,330	(41,574)
Fixed Assets		5,206	530,000	2,000,000	1,470,000	526,956	(1,473,044)
<b>Gross Appropriations</b>	<b>90,826,495</b>	<b>86,978,660</b>	<b>93,564,482</b>	<b>96,410,899</b>	<b>2,846,417</b>	<b>96,511,999</b>	<b>101,100</b>
Intrafund Transfers	(18,278,031)	(16,206,773)	(17,739,167)	(18,547,980)	(808,813)	(18,625,464)	(77,484)
<b>Net Appropriations</b>	<b>72,548,464</b>	<b>70,771,887</b>	<b>75,825,315</b>	<b>77,862,919</b>	<b>2,037,604</b>	<b>77,886,535</b>	<b>23,616</b>
Contingencies/Dept Reserves	137,485	352,602	1,352,084	2,412,858	1,060,774	2,276,694	(136,164)
<b>TOTAL REQUIREMENTS</b>	<b>72,685,949</b>	<b>71,124,489</b>	<b>77,177,399</b>	<b>80,275,777</b>	<b>3,098,378</b>	<b>80,163,229</b>	<b>(112,548)</b>
<b>NET COUNTY COST</b>	<b>44,441,839</b>	<b>39,106,431</b>	<b>40,569,335</b>	<b>41,795,760</b>	<b>1,226,425</b>	<b>43,042,325</b>	<b>1,246,565</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	417.0	407.0	408.0	412.0	4.0	412.0	
Funded FTE	405.6	393.0	400.2	399.8	(0.5)	399.8	

Administrative Services (3211P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	441,376	(69,292)	450,000	2,106,626	1,656,626	906,626	(1,200,000)
Charges for Services	2,400	260	150	150		150	
Miscellaneous Revenue	1,096	10,163					
<b>Total Revenue</b>	<b>444,872</b>	<b>(58,869)</b>	<b>450,150</b>	<b>2,106,776</b>	<b>1,656,626</b>	<b>906,776</b>	<b>(1,200,000)</b>
Fund Balance		171,000	759,423	156,278	(603,145)	156,278	
<b>TOTAL SOURCES</b>	<b>444,872</b>	<b>112,131</b>	<b>1,209,573</b>	<b>2,263,054</b>	<b>1,053,481</b>	<b>1,063,054</b>	<b>(1,200,000)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,180,339	2,792,905	2,983,065	3,163,322	180,257	3,190,634	27,312
Services and Supplies	675,855	223,888	974,059	370,450	(603,609)	643,494	273,044
Other Charges	1,918,535	2,057,563	2,076,725	4,022,209	1,945,484	4,032,896	10,687
Fixed Assets			450,000	2,000,000	1,550,000	526,956	(1,473,044)
<b>Gross Appropriations</b>	<b>4,774,729</b>	<b>5,074,356</b>	<b>6,483,849</b>	<b>9,555,981</b>	<b>3,072,132</b>	<b>8,393,980</b>	<b>(1,162,001)</b>
Intrafund Transfers	(4,272,058)	(5,272,640)	(5,343,165)	(7,361,816)	(2,018,651)	(7,399,815)	(37,999)
<b>Net Appropriations</b>	<b>502,671</b>	<b>(198,284)</b>	<b>1,140,684</b>	<b>2,194,165</b>	<b>1,053,481</b>	<b>994,165</b>	<b>(1,200,000)</b>
Contingencies/Dept Reserves		135,423	68,889	68,889		68,889	
<b>TOTAL REQUIREMENTS</b>	<b>502,671</b>	<b>(62,861)</b>	<b>1,209,573</b>	<b>2,263,054</b>	<b>1,053,481</b>	<b>1,063,054</b>	<b>(1,200,000)</b>
<b>NET COUNTY COST</b>	<b>57,800</b>	<b>(174,992)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	21.0	21.0	20.0	20.0		20.0	
Funded FTE	20.7	21.0	19.8	19.8		19.8	

Adult Services (3227P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	7,785	4,574	5,500	3,500	(2,000)	3,500	
Intergovernmental Revenues	5,048,448	4,880,346	5,483,034	4,956,376	(526,658)	4,956,376	
Charges for Services	1,190,835	1,079,995	1,095,557	1,045,187	(50,370)	1,045,187	
Miscellaneous Revenue	126,196	117,930	93,350	93,350		93,350	
<b>TOTAL SOURCES</b>	<b>6,373,263</b>	<b>6,082,844</b>	<b>6,677,441</b>	<b>6,098,413</b>	<b>(579,028)</b>	<b>6,098,413</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	15,440,104	14,639,080	14,928,771	15,730,655	801,884	16,094,217	363,562
Services and Supplies	5,790,670	6,990,799	7,833,365	6,644,404	(1,188,961)	6,652,841	8,437
Other Charges	1,472,432	1,429,671	1,089,398	1,308,795	219,397	1,288,737	(20,058)
Fixed Assets			80,000		(80,000)		
<b>Gross Appropriations</b>	<b>22,703,205</b>	<b>23,059,550</b>	<b>23,931,534</b>	<b>23,683,854</b>	<b>(247,680)</b>	<b>24,035,795</b>	<b>351,941</b>
Intrafund Transfers	(5,306,315)	(3,573,329)	(4,058,519)	(3,914,088)	144,431	(3,924,624)	(10,536)
<b>TOTAL REQUIREMENTS</b>	<b>17,396,890</b>	<b>19,486,221</b>	<b>19,873,015</b>	<b>19,769,766</b>	<b>(103,249)</b>	<b>20,111,171</b>	<b>341,405</b>
<b>NET COUNTY COST</b>	<b>11,023,627</b>	<b>13,403,376</b>	<b>13,195,574</b>	<b>13,671,353</b>	<b>475,779</b>	<b>14,012,758</b>	<b>341,405</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	111.0	115.0	115.0	120.0	5.0	120.0	
Funded FTE	112.5	105.0	113.5	116.7	3.2	116.7	

Realignment and Reentry (3230P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	381,933	2,003,569	3,212,684	3,784,303	571,619	3,625,190	(159,113)
Charges for Services		1,390	2,000	437	(1,563)	437	
Miscellaneous Revenue	13,520	4,803					
<b>Total Revenue</b>	<b>395,453</b>	<b>2,009,762</b>	<b>3,214,684</b>	<b>3,784,740</b>	<b>570,056</b>	<b>3,625,627</b>	<b>(159,113)</b>
<b>TOTAL SOURCES</b>	<b>395,453</b>	<b>2,009,762</b>	<b>3,214,684</b>	<b>3,784,740</b>	<b>570,056</b>	<b>3,625,627</b>	<b>(159,113)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,072,201	2,312,856	3,294,507	4,758,434	1,463,927	4,848,695	90,261
Services and Supplies	718,630	1,751,050	2,312,318	2,106,318	(206,000)	2,153,263	46,945
Other Charges	110,820	189,289	158,062	266,719	108,657	186,719	(80,000)
<b>Gross Appropriations</b>	<b>1,901,650</b>	<b>4,253,194</b>	<b>5,764,887</b>	<b>7,131,471</b>	<b>1,366,584</b>	<b>7,188,677</b>	<b>57,206</b>
Intrafund Transfers	(354,313)	(204,379)	(210,204)	(942,305)	(732,101)	(954,027)	(11,722)
<b>TOTAL REQUIREMENTS</b>	<b>1,547,337</b>	<b>4,048,815</b>	<b>5,554,683</b>	<b>6,189,166</b>	<b>634,483</b>	<b>6,234,650</b>	<b>45,484</b>
<b>NET COUNTY COST</b>	<b>1,151,884</b>	<b>2,039,053</b>	<b>2,339,999</b>	<b>2,404,426</b>	<b>64,427</b>	<b>2,609,023</b>	<b>204,597</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	10.0	19.0	23.0	32.0	9.0	32.0	
Funded FTE	10.0	19.0	22.9	31.8	8.9	31.8	

Juvenile Services (3253P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	20,339	21,546	25,000	18,600	(6,400)	18,600	
Intergovernmental Revenues	10,892,081	10,568,032	10,326,868	10,813,121	486,253	10,813,121	
Charges for Services	67,527	64,388	69,080	58,256	(10,824)	58,256	
Miscellaneous Revenue	24,565	59,183	48,200	48,200		48,200	
<b>Total Revenue</b>	<b>11,004,512</b>	<b>10,713,149</b>	<b>10,469,148</b>	<b>10,938,177</b>	<b>469,029</b>	<b>10,938,177</b>	
Fund Balance	526,030		839,817	839,817		839,817	
<b>TOTAL SOURCES</b>	<b>11,530,542</b>	<b>10,713,149</b>	<b>11,308,965</b>	<b>11,777,994</b>	<b>469,029</b>	<b>11,777,994</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	14,629,401	13,456,424	13,812,794	13,611,337	(201,457)	13,927,727	316,390
Services and Supplies	7,212,514	6,815,905	7,948,615	9,861,004	1,912,389	9,908,109	47,105
Other Charges	2,166,485	2,115,367	2,593,064	1,857,145	(735,919)	1,860,799	3,654
Fixed Assets		5,206					
<b>Gross Appropriations</b>	<b>24,008,400</b>	<b>22,392,902</b>	<b>24,354,473</b>	<b>25,329,486</b>	<b>975,013</b>	<b>25,696,635</b>	<b>367,149</b>
Intrafund Transfers	(6,997,263)	(5,990,445)	(6,774,661)	(5,471,311)	1,303,350	(5,526,245)	(54,934)
<b>Net Appropriations</b>	<b>17,011,137</b>	<b>16,402,457</b>	<b>17,579,812</b>	<b>19,858,175</b>	<b>2,278,363</b>	<b>20,170,390</b>	<b>312,215</b>
Contingencies/Dept Reserves	137,485		839,817	839,817		839,817	
<b>TOTAL REQUIREMENTS</b>	<b>17,148,622</b>	<b>16,402,457</b>	<b>18,419,629</b>	<b>20,697,992</b>	<b>2,278,363</b>	<b>21,010,207</b>	<b>312,215</b>
<b>NET COUNTY COST</b>	<b>5,618,080</b>	<b>5,689,308</b>	<b>7,110,664</b>	<b>8,919,998</b>	<b>1,809,334</b>	<b>9,232,213</b>	<b>312,215</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	99.0	97.0	108.0	105.0	(3.0)	105.0	
Funded FTE	96.9	96.0	103.6	99.8	(3.8)	99.8	

Institutions Services (3283P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	9,076,403	11,563,047	12,433,752	12,217,839	(215,913)	12,217,839	
Charges for Services	301,796	269,481	260,536	236,804	(23,732)	236,804	
Miscellaneous Revenue	121,781	107,073	34,225	34,225		34,225	
<b>Total Revenue</b>	<b>9,499,980</b>	<b>11,939,600</b>	<b>12,728,513</b>	<b>12,488,868</b>	<b>(239,645)</b>	<b>12,488,868</b>	
Fund Balance		1,160,572	1,468,888	2,066,948	598,060	2,066,948	
<b>TOTAL SOURCES</b>	<b>9,499,980</b>	<b>13,100,172</b>	<b>14,197,401</b>	<b>14,555,816</b>	<b>358,415</b>	<b>14,555,816</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	19,405,941	18,061,131	18,132,456	17,861,033	(271,423)	18,334,973	473,940
Services and Supplies	7,613,514	3,944,774	4,494,924	4,605,038	110,114	4,573,760	(31,278)
Other Charges	10,419,055	10,192,754	10,402,359	8,244,036	(2,158,323)	8,288,179	44,143
<b>Gross Appropriations</b>	<b>37,438,510</b>	<b>32,198,659</b>	<b>33,029,739</b>	<b>30,710,107</b>	<b>(2,319,632)</b>	<b>31,196,912</b>	<b>486,805</b>
Intrafund Transfers	(1,348,082)	(1,165,980)	(1,352,618)	(858,460)	494,158	(820,753)	37,707
<b>Net Appropriations</b>	<b>36,090,428</b>	<b>31,032,679</b>	<b>31,677,121</b>	<b>29,851,647</b>	<b>(1,825,474)</b>	<b>30,376,159</b>	<b>524,512</b>
Contingencies/Dept Reserves		217,179	443,378	1,504,152	1,060,774	1,367,988	(136,164)
<b>TOTAL REQUIREMENTS</b>	<b>36,090,428</b>	<b>31,249,858</b>	<b>32,120,499</b>	<b>31,355,799</b>	<b>(764,700)</b>	<b>31,744,147</b>	<b>388,348</b>
<b>NET COUNTY COST</b>	<b>26,590,447</b>	<b>18,149,685</b>	<b>17,923,098</b>	<b>16,799,983</b>	<b>(1,123,115)</b>	<b>17,188,331</b>	<b>388,348</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	170.0	155.0	142.0	135.0	(7.0)	135.0	
Funded FTE	165.5	152.0	140.5	131.6	(8.9)	131.6	

District Attorney's Office (2510B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	561,667	424,152	400,000	400,000		400,000	
Intergovernmental Revenues	9,594,367	10,636,329	12,120,175	12,230,346	110,171	12,243,007	12,661
Charges for Services	174,741	3,100					
Miscellaneous Revenue	321,344	305,376	61,420	115,000	53,580	130,000	15,000
<b>Total Revenue</b>	<b>10,652,118</b>	<b>11,368,957</b>	<b>12,581,595</b>	<b>12,745,346</b>	<b>163,751</b>	<b>12,773,007</b>	<b>27,661</b>
Fund Balance	1,571,952	1,652,512	1,226,305	1,284,388	58,083	1,284,388	
<b>TOTAL SOURCES</b>	<b>12,224,070</b>	<b>13,021,469</b>	<b>13,807,900</b>	<b>14,029,734</b>	<b>221,834</b>	<b>14,057,395</b>	<b>27,661</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	21,688,519	21,127,688	23,116,377	23,002,495	(113,882)	23,465,865	463,370
Services and Supplies	912,530	1,113,957	1,344,876	1,364,212	19,336	1,310,712	(53,500)
Other Charges	1,720,142	1,566,722	1,646,232	1,931,088	284,856	1,929,219	(1,869)
<b>Gross Appropriations</b>	<b>24,321,192</b>	<b>23,808,367</b>	<b>26,107,485</b>	<b>26,297,795</b>	<b>190,310</b>	<b>26,705,796</b>	<b>408,001</b>
Intrafund Transfers			(369,030)		369,030		
<b>Net Appropriations</b>	<b>24,321,192</b>	<b>23,808,367</b>	<b>25,738,455</b>	<b>26,297,795</b>	<b>559,340</b>	<b>26,705,796</b>	<b>408,001</b>
Contingencies/Dept Reserves		80,560	276,291	212,731	(63,560)	212,731	
<b>TOTAL REQUIREMENTS</b>	<b>24,321,192</b>	<b>23,888,927</b>	<b>26,014,746</b>	<b>26,510,526</b>	<b>495,780</b>	<b>26,918,527</b>	<b>408,001</b>
<b>NET COUNTY COST</b>	<b>12,097,121</b>	<b>10,867,458</b>	<b>12,206,846</b>	<b>12,480,792</b>	<b>273,946</b>	<b>12,861,132</b>	<b>380,340</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	125.0	118.0	121.0	121.0		121.0	
Funded FTE	122.2	116.0	117.6	118.9	1.3	118.9	

Private Defender Program (2800B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	677,724	644,198	650,000	629,982	(20,018)	629,982	
Interfund Revenue	336,212	335,146	300,000	320,000	20,000	320,000	
<b>TOTAL SOURCES</b>	<b>1,013,936</b>	<b>979,344</b>	<b>950,000</b>	<b>949,982</b>	<b>(18)</b>	<b>949,982</b>	
<b>REQUIREMENTS</b>							
Services and Supplies	16,449,046	16,449,046	16,860,272	17,197,477	337,205	17,455,440	257,963
Other Charges	61,483	61,464	61,483	57,571	(3,912)	57,837	266
<b>TOTAL REQUIREMENTS</b>	<b>16,510,529</b>	<b>16,510,510</b>	<b>16,921,755</b>	<b>17,255,048</b>	<b>333,293</b>	<b>17,513,277</b>	<b>258,229</b>
<b>NET COUNTY COST</b>	<b>15,496,594</b>	<b>15,531,167</b>	<b>15,971,755</b>	<b>16,305,066</b>	<b>333,311</b>	<b>16,563,295</b>	<b>258,229</b>

County Support of the Courts (2700B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	8,008,212	6,937,341	7,012,000	6,935,700	(76,300)	6,935,700	
Charges for Services	2,171,683	2,014,941	2,017,000	2,048,100	31,100	2,048,100	
Miscellaneous Revenue	870,025	941,696	929,034	966,834	37,800	966,834	
<b>TOTAL SOURCES</b>	<b>11,049,919</b>	<b>9,893,977</b>	<b>9,958,034</b>	<b>9,950,634</b>	<b>(7,400)</b>	<b>9,950,634</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	454,545	455,431	465,000	485,000	20,000	505,000	20,000
Services and Supplies	1,010,140	725,589	1,130,000	1,105,000	(25,000)	1,084,052	(20,948)
Other Charges	19,120,288	19,117,034	19,103,165	19,100,765	(2,400)	19,101,713	948
<b>TOTAL REQUIREMENTS</b>	<b>20,584,973</b>	<b>20,298,054</b>	<b>20,698,165</b>	<b>20,690,765</b>	<b>(7,400)</b>	<b>20,690,765</b>	
<b>NET COUNTY COST</b>	<b>9,535,054</b>	<b>10,404,076</b>	<b>10,740,131</b>	<b>10,740,131</b>		<b>10,740,131</b>	

Coroner's Office (3300B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	10,952	11,439	11,215	11,500	285	11,500	
Intergovernmental Revenues	393,713	450,713	458,860	458,860		458,860	
Charges for Services	337,394	257,359	270,000	255,000	(15,000)	255,000	
Miscellaneous Revenue	29,875	23,855	7,138	7,138		7,138	
<b>Total Revenue</b>	<b>771,934</b>	<b>743,366</b>	<b>747,213</b>	<b>732,498</b>	<b>(14,715)</b>	<b>732,498</b>	
Fund Balance	662,637	662,637	546,370	368,230	(178,140)	266,792	(101,438)
<b>TOTAL SOURCES</b>	<b>1,434,571</b>	<b>1,406,003</b>	<b>1,293,583</b>	<b>1,100,728</b>	<b>(192,855)</b>	<b>999,290</b>	<b>(101,438)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,816,623	1,754,038	1,840,971	1,870,328	29,357	1,799,055	(71,273)
Services and Supplies	613,896	586,244	730,719	689,657	(41,062)	689,657	
Other Charges	288,661	286,267	340,901	406,085	65,184	324,858	(81,227)
<b>Net Appropriations</b>	<b>2,719,180</b>	<b>2,626,548</b>	<b>2,912,591</b>	<b>2,966,070</b>	<b>53,479</b>	<b>2,813,570</b>	<b>(152,500)</b>
Contingencies/Dept Reserves	384,141	362,297	165,452	65,355	(100,097)	126,264	60,909
<b>TOTAL REQUIREMENTS</b>	<b>3,103,321</b>	<b>2,988,845</b>	<b>3,078,043</b>	<b>3,031,425</b>	<b>(46,618)</b>	<b>2,939,834</b>	<b>(91,591)</b>
<b>NET COUNTY COST</b>	<b>1,668,750</b>	<b>1,582,842</b>	<b>1,784,460</b>	<b>1,930,697</b>	<b>146,237</b>	<b>1,940,544</b>	<b>9,847</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	15.0	14.0	14.0	14.0		13.0	(1.0)
Funded FTE	14.7	14.0	14.0	13.9	(0.1)	12.9	(1.0)

Health Administration (5500B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	147,395	326,285	632,495	632,495		632,495	
Charges for Services			790,040	683,888	(106,152)	490,401	(193,487)
Interfund Revenue	19,568	1,000,000	900,000	900,000		900,000	
Miscellaneous Revenue	54,248	103,451		6,500,000	6,500,000	6,500,000	
<b>Total Revenue</b>	<b>221,211</b>	<b>1,429,737</b>	<b>2,322,535</b>	<b>8,716,383</b>	<b>6,393,848</b>	<b>8,522,896</b>	<b>(193,487)</b>
Fund Balance	876,320	475,621	98,016	25,378	(72,638)	25,378	
<b>TOTAL SOURCES</b>	<b>1,097,531</b>	<b>1,905,358</b>	<b>2,420,551</b>	<b>8,741,761</b>	<b>6,321,210</b>	<b>8,548,274</b>	<b>(193,487)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,704,635	2,097,574	2,620,685	2,531,749	(88,936)	2,458,811	(72,938)
Services and Supplies	1,422,158	1,499,222	1,420,518	1,226,111	(194,407)	1,191,111	(35,000)
Other Charges	1,306,999	1,060,423	1,313,647	855,222	(458,425)	769,673	(85,549)
Other Financing Uses				6,500,000	6,500,000	6,500,000	
<b>Gross Appropriations</b>	<b>4,433,792</b>	<b>4,657,219</b>	<b>5,354,850</b>	<b>11,113,082</b>	<b>5,758,232</b>	<b>10,919,595</b>	<b>(193,487)</b>
Intrafund Transfers	(3,814,907)	(2,860,588)	(3,019,961)	(2,371,321)	648,640	(2,371,321)	
<b>Net Appropriations</b>	<b>618,885</b>	<b>1,796,631</b>	<b>2,334,889</b>	<b>8,741,761</b>	<b>6,406,872</b>	<b>8,548,274</b>	<b>(193,487)</b>
Contingencies/Dept Reserves	64,730	75,621	85,662		(85,662)		
<b>TOTAL REQUIREMENTS</b>	<b>683,615</b>	<b>1,872,252</b>	<b>2,420,551</b>	<b>8,741,761</b>	<b>6,321,210</b>	<b>8,548,274</b>	<b>(193,487)</b>
<b>NET COUNTY COST</b>	<b>(413,917)</b>	<b>(33,105)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	12.0	12.0	13.0	13.0		13.0	
Funded FTE	11.4	11.5	12.1	12.3	0.2	12.3	

Health Coverage Unit (5510B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	436,415	231,090	240,000	87,155	(152,845)		(87,155)
Charges for Services	1,157,955	1,530,000	1,711,855	1,791,975	80,120	1,772,407	(19,568)
Interfund Revenue	80,890	166,858	182,795	254,654	71,859	257,674	3,020
Miscellaneous Revenue	3,835,781	4,015,963	4,400,681	3,858,308	(542,373)	3,192,140	(666,168)
<b>Total Revenue</b>	<b>5,511,041</b>	<b>5,943,911</b>	<b>6,535,331</b>	<b>5,992,092</b>	<b>(543,239)</b>	<b>5,222,221</b>	<b>(769,871)</b>
Fund Balance		378,664					
<b>TOTAL SOURCES</b>	<b>5,511,041</b>	<b>6,322,575</b>	<b>6,535,331</b>	<b>5,992,092</b>	<b>(543,239)</b>	<b>5,222,221</b>	<b>(769,871)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,370,142	3,331,312	3,413,102	3,643,203	230,101	3,615,823	(27,380)
Services and Supplies	6,502,307	6,815,907	7,292,831	6,506,792	(786,039)	5,821,421	(685,371)
Other Charges	106,444	94,851	124,717	196,043	71,326	154,250	(41,793)
<b>Gross Appropriations</b>	<b>9,978,892</b>	<b>10,242,070</b>	<b>10,830,650</b>	<b>10,346,038</b>	<b>(484,612)</b>	<b>9,591,494</b>	<b>(754,544)</b>
Intrafund Transfers	(2,558,802)	(2,615,612)	(2,635,000)	(2,648,173)	(13,173)	(2,648,928)	(755)
<b>Net Appropriations</b>	<b>7,420,090</b>	<b>7,626,458</b>	<b>8,195,650</b>	<b>7,697,865</b>	<b>(497,785)</b>	<b>6,942,566</b>	<b>(755,299)</b>
Contingencies/Dept Reserves		260,411					
<b>TOTAL REQUIREMENTS</b>	<b>7,420,090</b>	<b>7,886,869</b>	<b>8,195,650</b>	<b>7,697,865</b>	<b>(497,785)</b>	<b>6,942,566</b>	<b>(755,299)</b>
<b>NET COUNTY COST</b>	<b>1,909,049</b>	<b>1,564,294</b>	<b>1,660,319</b>	<b>1,705,773</b>	<b>45,454</b>	<b>1,720,345</b>	<b>14,572</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	30.0	33.0	31.0	31.0		31.0	
Funded FTE	30.0	32.7	30.6	31.0	0.4	31.0	

Public Health, Policy and Planning (5550B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	527,905	506,385	580,425	616,425	36,000	646,425	30,000
Fines, Forfeitures and Penalties	107	858					
Intergovernmental Revenues	12,521,231	12,779,113	13,407,239	13,887,844	480,605	14,200,746	312,902
Charges for Services	1,968,348	1,783,967	2,118,358	2,016,766	(101,592)	2,132,973	116,207
Interfund Revenue	1,645,531	1,447,783	1,237,078	1,349,127	112,049	1,349,127	
Miscellaneous Revenue	427,414	455,392	130,573	246,348	115,775	251,251	4,903
<b>Total Revenue</b>	<b>17,090,535</b>	<b>16,973,498</b>	<b>17,473,673</b>	<b>18,116,510</b>	<b>642,837</b>	<b>18,580,522</b>	<b>464,012</b>
Fund Balance	2,758,853	2,214,889	2,475,498	913,142	(1,562,356)	913,142	
<b>TOTAL SOURCES</b>	<b>19,849,388</b>	<b>19,188,387</b>	<b>19,949,171</b>	<b>19,029,652</b>	<b>(919,519)</b>	<b>19,493,664</b>	<b>464,012</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	14,661,963	13,975,545	15,198,445	15,331,321	132,876	15,484,448	153,127
Services and Supplies	10,012,174	9,513,692	11,019,336	10,877,700	(141,636)	11,422,016	544,316
Other Charges	2,140,435	2,121,318	2,237,311	2,097,326	(139,985)	2,051,881	(45,445)
<b>Gross Appropriations</b>	<b>26,814,572</b>	<b>25,610,555</b>	<b>28,455,092</b>	<b>28,306,347</b>	<b>(148,745)</b>	<b>28,958,345</b>	<b>651,998</b>
Intrafund Transfers	(2,661,609)	(2,510,616)	(4,208,754)	(4,148,733)	60,021	(4,206,158)	(57,425)
<b>Net Appropriations</b>	<b>24,152,963</b>	<b>23,099,939</b>	<b>24,246,338</b>	<b>24,157,614</b>	<b>(88,724)</b>	<b>24,752,187</b>	<b>594,573</b>
Contingencies/Dept Reserves	1,789,784	1,924,626	1,745,025	853,078	(891,947)	853,078	
<b>TOTAL REQUIREMENTS</b>	<b>25,942,747</b>	<b>25,024,565</b>	<b>25,991,363</b>	<b>25,010,692</b>	<b>(980,671)</b>	<b>25,605,265</b>	<b>594,573</b>
<b>NET COUNTY COST</b>	<b>6,093,359</b>	<b>5,836,178</b>	<b>6,042,192</b>	<b>5,981,040</b>	<b>(61,152)</b>	<b>6,111,601</b>	<b>130,561</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	117.0	109.0	102.0	102.0		102.0	
Funded FTE	113.3	107.3	100.9	99.0	(2.0)	99.0	

Health Policy and Planning (5550P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	7,000						
Charges for Services	74,754	50,000	253,424	322,157	68,733	321,771	(386)
Interfund Revenue	20,641	12,875	20,000	20,000		20,000	
Miscellaneous Revenue	23,088	36,002					
<b>Total Revenue</b>	<b>125,483</b>	<b>98,877</b>	<b>273,424</b>	<b>342,157</b>	<b>68,733</b>	<b>341,771</b>	<b>(386)</b>
Fund Balance	449,547		333,302	215,707	(117,595)	215,707	
<b>TOTAL SOURCES</b>	<b>575,030</b>	<b>98,877</b>	<b>606,726</b>	<b>557,864</b>	<b>(48,862)</b>	<b>557,478</b>	<b>(386)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,313,997	2,149,525	2,237,098	2,327,570	90,472	2,354,156	26,586
Services and Supplies	782,918	625,636	760,535	930,220	169,685	920,038	(10,182)
Other Charges	157,193	143,660	148,618	131,544	(17,074)	145,084	13,540
<b>Gross Appropriations</b>	<b>3,254,109</b>	<b>2,918,821</b>	<b>3,146,251</b>	<b>3,389,334</b>	<b>243,083</b>	<b>3,419,278</b>	<b>29,944</b>
Intrafund Transfers	(1,116,181)	(1,030,640)	(1,043,454)	(1,264,186)	(220,732)	(1,275,501)	(11,315)
<b>Net Appropriations</b>	<b>2,137,928</b>	<b>1,888,181</b>	<b>2,102,797</b>	<b>2,125,148</b>	<b>22,351</b>	<b>2,143,777</b>	<b>18,629</b>
Contingencies/Dept Reserves	260,441		274,191	155,643	(118,548)	155,643	
<b>TOTAL REQUIREMENTS</b>	<b>2,398,369</b>	<b>1,888,181</b>	<b>2,376,988</b>	<b>2,280,791</b>	<b>(96,197)</b>	<b>2,299,420</b>	<b>18,629</b>
<b>NET COUNTY COST</b>	<b>1,823,339</b>	<b>1,789,304</b>	<b>1,770,262</b>	<b>1,722,927</b>	<b>(47,335)</b>	<b>1,741,942</b>	<b>19,015</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	22.0	14.0	16.0	17.0	1.0	17.0	
Funded FTE	21.4	13.8	15.9	16.7	0.8	16.7	

Public Health (6220P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	527,905	506,385	580,425	616,425	36,000	646,425	30,000
Fines, Forfeitures and Penalties	107	858					
Intergovernmental Revenues	12,514,231	12,779,113	13,407,239	13,887,844	480,605	14,200,746	312,902
Charges for Services	1,893,594	1,733,967	1,864,934	1,694,609	(170,325)	1,811,202	116,593
Interfund Revenue	1,624,889	1,434,908	1,217,078	1,329,127	112,049	1,329,127	
Miscellaneous Revenue	404,326	419,389	130,573	246,348	115,775	251,251	4,903
<b>Total Revenue</b>	<b>16,965,052</b>	<b>16,874,621</b>	<b>17,200,249</b>	<b>17,774,353</b>	<b>574,104</b>	<b>18,238,751</b>	<b>464,398</b>
Fund Balance	2,309,306	2,214,889	2,142,196	697,435	(1,444,761)	697,435	
<b>TOTAL SOURCES</b>	<b>19,274,358</b>	<b>19,089,510</b>	<b>19,342,445</b>	<b>18,471,788</b>	<b>(870,657)</b>	<b>18,936,186</b>	<b>464,398</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	12,347,966	11,826,020	12,961,347	13,003,751	42,404	13,130,292	126,541
Services and Supplies	9,229,256	8,888,056	10,258,801	9,947,480	(311,321)	10,501,978	554,498
Other Charges	1,983,242	1,977,659	2,088,693	1,965,782	(122,911)	1,906,797	(58,985)
<b>Gross Appropriations</b>	<b>23,560,464</b>	<b>22,691,734</b>	<b>25,308,841</b>	<b>24,917,013</b>	<b>(391,828)</b>	<b>25,539,067</b>	<b>622,054</b>
Intrafund Transfers	(1,545,429)	(1,479,976)	(3,165,300)	(2,884,547)	280,753	(2,930,657)	(46,110)
<b>Net Appropriations</b>	<b>22,015,035</b>	<b>21,211,759</b>	<b>22,143,541</b>	<b>22,032,466</b>	<b>(111,075)</b>	<b>22,608,410</b>	<b>575,944</b>
Contingencies/Dept Reserves	1,529,343	1,924,626	1,470,834	697,435	(773,399)	697,435	
<b>TOTAL REQUIREMENTS</b>	<b>23,544,378</b>	<b>23,136,385</b>	<b>23,614,375</b>	<b>22,729,901</b>	<b>(884,474)</b>	<b>23,305,845</b>	<b>575,944</b>
<b>NET COUNTY COST</b>	<b>4,270,020</b>	<b>4,046,874</b>	<b>4,271,930</b>	<b>4,258,113</b>	<b>(13,817)</b>	<b>4,369,659</b>	<b>111,546</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	95.0	95.0	86.0	85.0	(1.0)	85.0	
Funded FTE	91.9	93.5	85.0	82.3	(2.7)	82.3	

Health IT (5560B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Interfund Revenue				1,208,242	1,208,242	1,306,438	98,196
Miscellaneous Revenue				788,106	788,106	788,106	
<b>TOTAL SOURCES</b>				1,996,348	1,996,348	2,094,544	98,196
<b>REQUIREMENTS</b>							
Salaries and Benefits				1,922,703	1,922,703	2,124,392	201,689
Services and Supplies				1,129,826	1,129,826	1,129,826	
Other Charges				748,537	748,537	748,537	
<b>Gross Appropriations</b>				3,801,066	3,801,066	4,002,755	201,689
Intrafund Transfers				(1,804,718)	(1,804,718)	(1,908,211)	(103,493)
<b>TOTAL REQUIREMENTS</b>				1,996,348	1,996,348	2,094,544	98,196
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution				12.0	12.0	13.0	1.0
Funded FTE				12.0	12.0	13.0	1.0

Emergency Medical Services GF (5600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	40,693	35,834	34,235	40,000	5,765	40,000	
Fines, Forfeitures and Penalties	490,268	598,772	773,472	794,073	20,601	786,154	(7,919)
Intergovernmental Revenues		346					
Charges for Services	35,160	67,239	4,097,239	70,000	(4,027,239)	70,000	
Miscellaneous Revenue	4,352,181	4,358,175	509,359	4,639,633	4,130,274	4,776,722	137,089
<b>TOTAL SOURCES</b>	<b>4,918,302</b>	<b>5,060,366</b>	<b>5,414,305</b>	<b>5,543,706</b>	<b>129,401</b>	<b>5,672,876</b>	<b>129,170</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	826,868	857,770	1,064,293	1,050,893	(13,400)	1,057,581	6,688
Services and Supplies	4,336,561	4,390,978	4,330,514	4,538,811	208,297	4,662,922	124,111
Other Charges	83,880	77,797	144,498	66,602	(77,896)	64,973	(1,629)
<b>Gross Appropriations</b>	<b>5,247,309</b>	<b>5,326,545</b>	<b>5,539,305</b>	<b>5,656,306</b>	<b>117,001</b>	<b>5,785,476</b>	<b>129,170</b>
Intrafund Transfers	(329,007)	(266,179)	(125,000)	(112,600)	12,400	(112,600)	
<b>TOTAL REQUIREMENTS</b>	<b>4,918,302</b>	<b>5,060,366</b>	<b>5,414,305</b>	<b>5,543,706</b>	<b>129,401</b>	<b>5,672,876</b>	<b>129,170</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	5.0	5.0	6.0	6.0		6.0	
Funded FTE	5.0	5.0	6.0	6.0		6.0	

Emergency Medical Services Fund (5630B)  
Emergency Medical Services Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	2,623,687	2,432,918	2,430,581	2,430,581		2,430,581	
Use of Money and Property	32,086	30,006	32,432	32,432		32,432	
Charges for Services	220						
Miscellaneous Revenue	10,515	44,623	17,000	52,000	35,000	52,000	
<b>Total Revenue</b>	<b>2,666,507</b>	<b>2,507,548</b>	<b>2,480,013</b>	<b>2,515,013</b>	<b>35,000</b>	<b>2,515,013</b>	
Fund Balance	2,711,941	2,981,999	2,844,777	3,008,885	164,108	2,763,181	(245,704)
<b>TOTAL SOURCES</b>	<b>5,378,448</b>	<b>5,489,547</b>	<b>5,324,790</b>	<b>5,523,898</b>	<b>199,108</b>	<b>5,278,194</b>	<b>(245,704)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	2,396,449	2,644,770	2,665,856	2,760,717	94,861	2,752,798	(7,919)
<b>Net Appropriations</b>	<b>2,396,449</b>	<b>2,644,770</b>	<b>2,665,856</b>	<b>2,760,717</b>	<b>94,861</b>	<b>2,752,798</b>	<b>(7,919)</b>
Non-General Fund Reserves	2,981,999	2,844,777	2,658,934	2,763,181	104,247	2,525,396	(237,785)
<b>TOTAL REQUIREMENTS</b>	<b>5,378,448</b>	<b>5,489,547</b>	<b>5,324,790</b>	<b>5,523,898</b>	<b>199,108</b>	<b>5,278,194</b>	<b>(245,704)</b>

## Aging and Adult Services (5700B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	105,660	63,936	70,000	50,000	(20,000)	50,000	
Use of Money and Property	170,862	142,714	177,810	150,000	(27,810)	150,000	
Intergovernmental Revenues	11,342,840	11,068,732	12,675,656	13,717,464	1,041,808	13,483,133	(234,331)
Charges for Services	2,386,396	2,284,567	3,550,074	3,287,434	(262,640)	3,489,595	202,161
Interfund Revenue	459,295	251,186	218,969	221,333	2,364	221,333	
Miscellaneous Revenue	263,777	391,825	670,940	718,403	47,463	718,402	(1)
<b>Total Revenue</b>	<b>14,728,829</b>	<b>14,202,959</b>	<b>17,363,449</b>	<b>18,144,634</b>	<b>781,185</b>	<b>18,112,463</b>	<b>(32,171)</b>
Fund Balance	1,845,933	1,425,934	876,543	423,836	(452,707)	423,836	
<b>TOTAL SOURCES</b>	<b>16,574,762</b>	<b>15,628,893</b>	<b>18,239,992</b>	<b>18,568,470</b>	<b>328,478</b>	<b>18,536,299</b>	<b>(32,171)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	13,454,690	13,713,234	15,683,185	16,747,572	1,064,387	16,945,915	198,343
Services and Supplies	3,188,916	3,177,551	4,426,515	5,156,449	729,934	5,169,589	13,140
Other Charges	5,045,393	4,779,978	5,480,174	5,103,076	(377,098)	5,007,787	(95,289)
<b>Gross Appropriations</b>	<b>21,688,999</b>	<b>21,670,762</b>	<b>25,589,874</b>	<b>27,007,097</b>	<b>1,417,223</b>	<b>27,123,291</b>	<b>116,194</b>
Intrafund Transfers	(1,319,143)	(1,676,724)	(3,219,140)	(3,739,507)	(520,367)	(3,739,507)	
<b>Net Appropriations</b>	<b>20,369,856</b>	<b>19,994,038</b>	<b>22,370,734</b>	<b>23,267,590</b>	<b>896,856</b>	<b>23,383,784</b>	<b>116,194</b>
Contingencies/Dept Reserves	1,425,933	1,025,934	625,934	423,836	(202,098)	423,836	
<b>TOTAL REQUIREMENTS</b>	<b>21,795,789</b>	<b>21,019,972</b>	<b>22,996,668</b>	<b>23,691,426</b>	<b>694,758</b>	<b>23,807,620</b>	<b>116,194</b>
<b>NET COUNTY COST</b>	<b>5,221,027</b>	<b>5,391,080</b>	<b>4,756,676</b>	<b>5,122,956</b>	<b>366,280</b>	<b>5,271,321</b>	<b>148,365</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	117.0	129.0	129.0	135.0	6.0	135.0	
Funded FTE	116.5	132.0	129.0	135.0	6.0	135.0	

IHSS Public Authority (5800B)  
IHSS Public Authority Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	11,925	18,753					
Intergovernmental Revenues	8,033,742	8,773,080	13,969,019	13,584,464	(384,555)	14,347,173	762,709
Interfund Revenue	4,750,015	3,960,704	4,052,050	3,969,894	(82,156)	3,969,894	
Miscellaneous Revenue	7,981	945					
<b>Total Revenue</b>	<b>12,803,662</b>	<b>12,753,482</b>	<b>18,021,069</b>	<b>17,554,358</b>	<b>(466,711)</b>	<b>18,317,067</b>	<b>762,709</b>
Fund Balance	3,372,667	3,372,666	1,200,000	850,000	(350,000)	850,000	
<b>TOTAL SOURCES</b>	<b>16,176,329</b>	<b>16,126,148</b>	<b>19,221,069</b>	<b>18,404,358</b>	<b>(816,711)</b>	<b>19,167,067</b>	<b>762,709</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	496,672	512,682	687,623	694,803	7,180	714,803	20,000
Services and Supplies	3,000,052	2,981,067	5,405,585	4,230,426	(1,175,159)	4,230,426	
Other Charges	9,306,940	11,432,399	11,927,861	12,629,129	701,268	13,371,838	742,709
<b>Net Appropriations</b>	<b>12,803,664</b>	<b>14,926,148</b>	<b>18,021,069</b>	<b>17,554,358</b>	<b>(466,711)</b>	<b>18,317,067</b>	<b>762,709</b>
Non-General Fund Reserves	3,372,666	1,200,000	1,200,000	850,000	(350,000)	850,000	
<b>TOTAL REQUIREMENTS</b>	<b>16,176,329</b>	<b>16,126,148</b>	<b>19,221,069</b>	<b>18,404,358</b>	<b>(816,711)</b>	<b>19,167,067</b>	<b>762,709</b>

IHSS Public Authority GF (6900B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>REQUIREMENTS</b>							
Other Charges	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	
<b>TOTAL REQUIREMENTS</b>	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	
<b>NET COUNTY COST</b>	4,487,523	3,702,306	3,702,306	3,702,306		3,702,306	

Environmental Health Services (5900B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	824,429	934,608	826,921	794,809	(32,112)	794,809	
Fines, Forfeitures and Penalties	101,965	93,017	100,000	110,000	10,000	110,000	
Intergovernmental Revenues	1,502,255	1,487,103	1,726,791	1,730,351	3,560	1,798,991	68,640
Charges for Services	9,925,522	9,796,103	10,315,101	10,622,351	307,250	10,667,786	45,435
Miscellaneous Revenue	454,450	486,886	300,000	410,000	110,000	410,000	
<b>Total Revenue</b>	<b>12,808,621</b>	<b>12,797,718</b>	<b>13,268,813</b>	<b>13,667,511</b>	<b>398,698</b>	<b>13,781,586</b>	<b>114,075</b>
Fund Balance	2,293,835	2,579,007	2,708,815	1,006,642	(1,702,173)	685,327	(321,315)
<b>TOTAL SOURCES</b>	<b>15,102,456</b>	<b>15,376,725</b>	<b>15,977,628</b>	<b>14,674,153</b>	<b>(1,303,475)</b>	<b>14,466,913</b>	<b>(207,240)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	9,832,103	9,836,424	10,357,624	10,840,178	482,554	10,980,407	140,229
Services and Supplies	1,981,839	2,036,038	2,278,179	2,189,304	(88,875)	2,178,708	(10,596)
Other Charges	893,706	967,466	1,020,377	1,171,013	150,636	1,202,905	31,892
<b>Gross Appropriations</b>	<b>12,707,648</b>	<b>12,839,928</b>	<b>13,656,180</b>	<b>14,200,495</b>	<b>544,315</b>	<b>14,362,020</b>	<b>161,525</b>
Intrafund Transfers			(116,625)	(107,553)	9,072	(107,553)	
<b>Net Appropriations</b>	<b>12,707,648</b>	<b>12,839,928</b>	<b>13,539,555</b>	<b>14,092,942</b>	<b>553,387</b>	<b>14,254,467</b>	<b>161,525</b>
Contingencies/Dept Reserves	2,293,835	2,468,466	2,542,189	685,327	(1,856,862)	316,562	(368,765)
<b>TOTAL REQUIREMENTS</b>	<b>15,001,483</b>	<b>15,308,394</b>	<b>16,081,744</b>	<b>14,778,269</b>	<b>(1,303,475)</b>	<b>14,571,029</b>	<b>(207,240)</b>
<b>NET COUNTY COST</b>	<b>(100,973)</b>	<b>(68,332)</b>	<b>104,116</b>	<b>104,116</b>		<b>104,116</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	74.0	74.0	76.0	77.0	1.0	78.0	1.0
Funded FTE	73.7	74.0	75.5	76.9	1.4	77.9	1.0

## Behavioral Health and Recovery Services (6100B) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	34,016	34,016	33,276	40,323	7,047	40,323	
Intergovernmental Revenues	73,119,587	65,115,084	68,028,934	72,382,236	4,353,302	73,896,479	1,514,243
Charges for Services	26,904,141	36,891,285	35,519,510	35,415,195	(104,315)	35,293,405	(121,790)
Miscellaneous Revenue	1,328,283	2,178,246	2,412,014	2,364,234	(47,780)	2,469,381	105,147
<b>Total Revenue</b>	<b>101,386,027</b>	<b>104,218,631</b>	<b>105,993,734</b>	<b>110,201,988</b>	<b>4,208,254</b>	<b>111,699,588</b>	<b>1,497,600</b>
Fund Balance	7,093,761	7,173,544	4,261,816		(4,261,816)		
<b>TOTAL SOURCES</b>	<b>108,479,788</b>	<b>111,392,175</b>	<b>110,255,550</b>	<b>110,201,988</b>	<b>(53,562)</b>	<b>111,699,588</b>	<b>1,497,600</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	46,821,454	48,219,044	50,398,596	54,130,497	3,731,901	55,133,981	1,003,484
Services and Supplies	48,104,438	48,748,421	48,819,546	51,541,035	2,721,489	52,273,738	732,703
Other Charges	29,871,266	30,975,540	33,024,120	30,399,777	(2,624,343)	30,680,990	281,213
<b>Gross Appropriations</b>	<b>124,797,158</b>	<b>127,943,006</b>	<b>132,242,262</b>	<b>136,071,309</b>	<b>3,829,047</b>	<b>138,088,709</b>	<b>2,017,400</b>
Intrafund Transfers	(4,032,705)	(2,332,591)	(3,468,467)	(2,478,287)	990,180	(2,478,287)	
<b>Net Appropriations</b>	<b>120,764,453</b>	<b>125,610,415</b>	<b>128,773,795</b>	<b>133,593,022</b>	<b>4,819,227</b>	<b>135,610,422</b>	<b>2,017,400</b>
Contingencies/Dept Reserves	5,546,099	3,521,014	3,521,014		(3,521,014)		
<b>TOTAL REQUIREMENTS</b>	<b>126,310,552</b>	<b>129,131,429</b>	<b>132,294,809</b>	<b>133,593,022</b>	<b>1,298,213</b>	<b>135,610,422</b>	<b>2,017,400</b>
<b>NET COUNTY COST</b>	<b>17,830,763</b>	<b>17,739,254</b>	<b>22,039,259</b>	<b>23,391,034</b>	<b>1,351,775</b>	<b>23,910,834</b>	<b>519,800</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	400.0	396.0	399.0	413.0	14.0	414.0	1.0
Funded FTE	380.5	378.9	378.9	395.9	17.0	399.7	3.8

Behavioral Health and Recovery Administration (6110P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	5,048,133	4,119,663	4,884,632	4,477,428	(407,204)	4,456,819	(20,609)
Charges for Services	6,548,667	8,539,424	9,200,029	9,989,873	789,844	10,168,088	178,215
Miscellaneous Revenue	155,099	58,448	13,057	47,300	34,243	47,300	
<b>Total Revenue</b>	<b>11,751,899</b>	<b>12,717,535</b>	<b>14,097,718</b>	<b>14,514,601</b>	<b>416,883</b>	<b>14,672,207</b>	<b>157,606</b>
Fund Balance	6,748,895	4,804,403	4,104,545		(4,104,545)		
<b>TOTAL SOURCES</b>	<b>18,500,794</b>	<b>17,521,938</b>	<b>18,202,263</b>	<b>14,514,601</b>	<b>(3,687,662)</b>	<b>14,672,207</b>	<b>157,606</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,552,407	7,368,291	7,744,855	8,790,036	1,045,181	8,913,397	123,361
Services and Supplies	5,379,430	4,405,965	5,194,740	4,928,762	(265,978)	4,908,238	(20,524)
Other Charges	3,126,015	3,099,928	3,001,582	2,113,802	(887,780)	2,166,752	52,950
<b>Gross Appropriations</b>	<b>15,057,852</b>	<b>14,874,184</b>	<b>15,941,177</b>	<b>15,832,600</b>	<b>(108,577)</b>	<b>15,988,387</b>	<b>155,787</b>
Intrafund Transfers	(669,793)	(25,000)	(17,080)	(17,080)		(17,080)	
<b>Net Appropriations</b>	<b>14,388,059</b>	<b>14,849,184</b>	<b>15,924,097</b>	<b>15,815,520</b>	<b>(108,577)</b>	<b>15,971,307</b>	<b>155,787</b>
Contingencies/Dept Reserves	5,390,546	3,460,461	3,460,461		(3,460,461)		
<b>TOTAL REQUIREMENTS</b>	<b>19,778,605</b>	<b>18,309,645</b>	<b>19,384,558</b>	<b>15,815,520</b>	<b>(3,569,038)</b>	<b>15,971,307</b>	<b>155,787</b>
<b>NET COUNTY COST</b>	<b>1,277,811</b>	<b>787,708</b>	<b>1,182,295</b>	<b>1,300,919</b>	<b>118,624</b>	<b>1,299,100</b>	<b>(1,819)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	54.0	55.0	58.0	63.0	5.0	63.0	
Funded FTE	52.6	55.0	56.7	62.5	5.8	63.0	0.5

Mental Health Youth Services (6130P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	27,290,361	14,836,241	19,950,573	20,254,713	304,140	21,713,388	1,458,675
Charges for Services	(2,192,009)	9,606,882	4,241,580	5,091,213	849,633	4,569,717	(521,496)
Miscellaneous Revenue	139,755	443,344	236,596	185,071	(51,525)	185,071	
<b>Total Revenue</b>	<b>25,238,107</b>	<b>24,886,466</b>	<b>24,428,749</b>	<b>25,530,997</b>	<b>1,102,248</b>	<b>26,468,176</b>	<b>937,179</b>
Fund Balance		639,075					
<b>TOTAL SOURCES</b>	<b>25,238,107</b>	<b>25,525,541</b>	<b>24,428,749</b>	<b>25,530,997</b>	<b>1,102,248</b>	<b>26,468,176</b>	<b>937,179</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	18,334,959	17,873,959	18,054,367	19,548,046	1,493,679	19,717,390	169,344
Services and Supplies	11,182,678	12,571,755	13,061,976	12,754,810	(307,166)	13,308,559	553,749
Other Charges	2,246,724	2,179,647	2,489,571	1,924,604	(564,967)	2,295,100	370,496
<b>Gross Appropriations</b>	<b>31,764,360</b>	<b>32,625,361</b>	<b>33,605,914</b>	<b>34,227,460</b>	<b>621,546</b>	<b>35,321,049</b>	<b>1,093,589</b>
Intrafund Transfers	(2,690,261)	(1,844,834)	(2,935,715)	(2,290,704)	645,011	(2,290,704)	
<b>TOTAL REQUIREMENTS</b>	<b>29,074,099</b>	<b>30,780,527</b>	<b>30,670,199</b>	<b>31,936,756</b>	<b>1,266,557</b>	<b>33,030,345</b>	<b>1,093,589</b>
<b>NET COUNTY COST</b>	<b>3,835,992</b>	<b>5,254,986</b>	<b>6,241,450</b>	<b>6,405,759</b>	<b>164,309</b>	<b>6,562,169</b>	<b>156,410</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	155.0	149.0	147.0	154.0	7.0	154.0	
Funded FTE	148.8	142.2	140.2	148.5	8.3	148.5	

Mental Health Adult Services (6140P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	32,023,796	37,970,034	34,254,684	38,483,541	4,228,857	39,209,501	725,960
Charges for Services	21,850,742	16,122,576	19,701,814	17,321,375	(2,380,439)	17,556,698	235,323
Miscellaneous Revenue	392,768	1,357,089	1,281,174	1,449,505	168,331	1,440,453	(9,052)
<b>Total Revenue</b>	<b>54,267,306</b>	<b>55,449,699</b>	<b>55,237,672</b>	<b>57,254,421</b>	<b>2,016,749</b>	<b>58,206,652</b>	<b>952,231</b>
Fund Balance		1,291,010					
<b>TOTAL SOURCES</b>	<b>54,267,306</b>	<b>56,740,709</b>	<b>55,237,672</b>	<b>57,254,421</b>	<b>2,016,749</b>	<b>58,206,652</b>	<b>952,231</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	19,029,909	20,220,508	21,732,843	23,019,867	1,287,024	23,697,246	677,379
Services and Supplies	30,376,884	30,713,428	29,900,495	32,841,233	2,940,738	33,052,198	210,965
Other Charges	12,720,850	13,253,383	13,167,001	11,830,346	(1,336,655)	12,232,722	402,376
<b>Gross Appropriations</b>	<b>62,127,643</b>	<b>64,187,319</b>	<b>64,800,339</b>	<b>67,691,446</b>	<b>2,891,107</b>	<b>68,982,166</b>	<b>1,290,720</b>
Intrafund Transfers	(196,603)						
<b>TOTAL REQUIREMENTS</b>	<b>61,931,040</b>	<b>64,187,319</b>	<b>64,800,339</b>	<b>67,691,446</b>	<b>2,891,107</b>	<b>68,982,166</b>	<b>1,290,720</b>
<b>NET COUNTY COST</b>	<b>7,663,734</b>	<b>7,446,610</b>	<b>9,562,667</b>	<b>10,437,025</b>	<b>874,358</b>	<b>10,775,514</b>	<b>338,489</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	162.0	167.0	170.0	173.0	3.0	174.0	1.0
Funded FTE	151.8	158.2	159.5	162.9	3.5	166.2	3.3

## Alcohol and Other Drug Services (6170P) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	34,016	34,016	33,276	40,323	7,047	40,323	
Intergovernmental Revenues	8,757,296	8,189,145	8,939,045	9,166,554	227,509	8,516,771	(649,783)
Charges for Services	696,741	2,622,404	2,376,087	3,012,734	636,647	2,998,902	(13,832)
Miscellaneous Revenue	640,662	319,366	881,187	682,358	(198,829)	796,557	114,199
<b>Total Revenue</b>	<b>10,128,716</b>	<b>11,164,931</b>	<b>12,229,595</b>	<b>12,901,969</b>	<b>672,374</b>	<b>12,352,553</b>	<b>(549,416)</b>
Fund Balance	344,866	439,056	157,271		(157,271)		
<b>TOTAL SOURCES</b>	<b>10,473,582</b>	<b>11,603,987</b>	<b>12,386,866</b>	<b>12,901,969</b>	<b>515,103</b>	<b>12,352,553</b>	<b>(549,416)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,904,179	2,756,286	2,866,531	2,772,548	(93,983)	2,805,948	33,400
Services and Supplies	1,165,445	1,057,273	662,335	1,016,230	353,895	1,004,743	(11,487)
Other Charges	11,777,678	12,442,582	14,365,966	14,531,025	165,059	13,986,416	(544,609)
<b>Gross Appropriations</b>	<b>15,847,302</b>	<b>16,256,142</b>	<b>17,894,832</b>	<b>18,319,803</b>	<b>424,971</b>	<b>17,797,107</b>	<b>(522,696)</b>
Intrafund Transfers	(476,048)	(462,757)	(515,672)	(170,503)	345,169	(170,503)	
<b>Net Appropriations</b>	<b>15,371,255</b>	<b>15,793,385</b>	<b>17,379,160</b>	<b>18,149,300</b>	<b>770,140</b>	<b>17,626,604</b>	<b>(522,696)</b>
Contingencies/Dept Reserves	155,553	60,553	60,553		(60,553)		
<b>TOTAL REQUIREMENTS</b>	<b>15,526,808</b>	<b>15,853,938</b>	<b>17,439,713</b>	<b>18,149,300</b>	<b>709,587</b>	<b>17,626,604</b>	<b>(522,696)</b>
<b>NET COUNTY COST</b>	<b>5,053,226</b>	<b>4,249,951</b>	<b>5,052,847</b>	<b>5,247,331</b>	<b>194,484</b>	<b>5,274,051</b>	<b>26,720</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	29.0	25.0	24.0	23.0	(1.0)	23.0	
Funded FTE	27.4	23.5	22.5	22.0	(0.5)	22.0	

Family Health Services (6240B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	1,500						
Intergovernmental Revenues	11,283,108	10,661,277	12,091,312	14,301,349	2,210,037	14,301,349	
Charges for Services	3,297,864	3,764,734	3,647,468	4,016,989	369,521	4,121,961	104,972
Miscellaneous Revenue	2,052,742	2,139,525	2,016,312	974,607	(1,041,705)	992,940	18,333
<b>Total Revenue</b>	<b>16,635,214</b>	<b>16,565,536</b>	<b>17,755,092</b>	<b>19,292,945</b>	<b>1,537,853</b>	<b>19,416,250</b>	<b>123,305</b>
Fund Balance	2,090,143	2,096,718	1,612,834	643,145	(969,689)	502,229	(140,916)
<b>TOTAL SOURCES</b>	<b>18,725,357</b>	<b>18,662,254</b>	<b>19,367,926</b>	<b>19,936,090</b>	<b>568,164</b>	<b>19,918,479</b>	<b>(17,611)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	20,032,855	20,193,785	22,149,143	22,967,708	818,565	23,251,404	283,696
Services and Supplies	3,481,673	3,241,583	3,519,749	3,771,069	251,320	3,708,858	(62,211)
Other Charges	1,962,101	1,813,443	1,854,754	2,118,897	264,143	2,135,882	16,985
Fixed Assets	106,750	122,425	62,575	62,575			(62,575)
<b>Gross Appropriations</b>	<b>25,583,379</b>	<b>25,371,236</b>	<b>27,586,221</b>	<b>28,920,249</b>	<b>1,334,028</b>	<b>29,096,144</b>	<b>175,895</b>
Intrafund Transfers	(901,607)	(840,083)	(1,261,125)	(1,412,060)	(150,935)	(1,438,152)	(26,092)
<b>Net Appropriations</b>	<b>24,681,772</b>	<b>24,531,153</b>	<b>26,325,096</b>	<b>27,508,189</b>	<b>1,183,093</b>	<b>27,657,992</b>	<b>149,803</b>
Contingencies/Dept Reserves	1,293,639	1,293,639	789,639	502,229	(287,410)	502,229	
<b>TOTAL REQUIREMENTS</b>	<b>25,975,411</b>	<b>25,824,792</b>	<b>27,114,735</b>	<b>28,010,418</b>	<b>895,683</b>	<b>28,160,221</b>	<b>149,803</b>
<b>NET COUNTY COST</b>	<b>7,250,054</b>	<b>7,162,538</b>	<b>7,746,809</b>	<b>8,074,328</b>	<b>327,519</b>	<b>8,241,742</b>	<b>167,414</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	177.0	168.0	173.0	177.0	4.0	177.0	
Funded FTE	165.9	160.0	165.0	168.9	3.9	168.9	

Correctional Health Services (6300B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	132,026	802,231	1,426,189	1,641,783	215,594	2,219,913	578,130
Charges for Services	2,229	2,319	1,600	2,700	1,100	2,700	
Interfund Revenue	340,444	340,444	340,444	340,444		340,444	
Miscellaneous Revenue	86,026	109,707	24,162	24,162		24,162	
<b>Total Revenue</b>	<b>560,724</b>	<b>1,254,701</b>	<b>1,792,395</b>	<b>2,009,089</b>	<b>216,694</b>	<b>2,587,219</b>	<b>578,130</b>
Fund Balance	745,852	770,963	917,171	839,266	(77,905)	173,713	(665,553)
<b>TOTAL SOURCES</b>	<b>1,306,576</b>	<b>2,025,664</b>	<b>2,709,566</b>	<b>2,848,355</b>	<b>138,789</b>	<b>2,760,932</b>	<b>(87,423)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	11,559,400	11,832,176	11,971,427	12,350,311	378,884	12,446,082	95,771
Services and Supplies	4,842,187	4,385,257	4,649,954	5,358,515	708,561	5,443,513	84,998
Other Charges	461,637	420,823	1,090,629	614,655	(475,974)	610,310	(4,345)
Fixed Assets				151,618	151,618		(151,618)
<b>Gross Appropriations</b>	<b>16,863,224</b>	<b>16,638,255</b>	<b>17,712,010</b>	<b>18,475,099</b>	<b>763,089</b>	<b>18,499,905</b>	<b>24,806</b>
Intrafund Transfers	(7,646,473)	(8,063,585)	(7,879,906)	(8,139,787)	(259,881)	(8,209,770)	(69,983)
<b>Net Appropriations</b>	<b>9,216,751</b>	<b>8,574,670</b>	<b>9,832,104</b>	<b>10,335,312</b>	<b>503,208</b>	<b>10,290,135</b>	<b>(45,177)</b>
Contingencies/Dept Reserves	423,663	183,221	251,618	173,713	(77,905)	173,713	
<b>TOTAL REQUIREMENTS</b>	<b>9,640,414</b>	<b>8,757,891</b>	<b>10,083,722</b>	<b>10,509,025</b>	<b>425,303</b>	<b>10,463,848</b>	<b>(45,177)</b>
<b>NET COUNTY COST</b>	<b>8,333,838</b>	<b>6,732,227</b>	<b>7,374,156</b>	<b>7,660,670</b>	<b>286,514</b>	<b>7,702,916</b>	<b>42,246</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	90.0	88.0	87.0	88.0	1.0	88.0	
Funded FTE	85.8	84.1	83.1	84.8	1.8	84.8	

San Mateo Medical Center (6600B)  
Medical Center Enterprise Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	(10,757)						
Use of Money and Property	8,875	4,423					
Intergovernmental Revenues	75,534,143	72,330,470	79,978,050	81,801,990	1,823,940	64,628,996	(17,172,994)
Charges for Services	149,942,131	103,350,370	86,665,293	96,886,489	10,221,196	116,278,921	19,392,432
Interfund Revenue	11,623,765	1,560,824	1,461,586	1,835,504	373,918	1,835,504	
Miscellaneous Revenue	4,851,127	13,617,547	11,479,897	14,181,169	2,701,272	8,629,656	(5,551,513)
Other Financing Sources	21,946,869	59,480,977	77,570,176	62,021,548	(15,548,628)	66,548,553	4,527,005
<b>Total Revenue</b>	<b>263,896,152</b>	<b>250,344,610</b>	<b>257,155,002</b>	<b>256,726,700</b>	<b>(428,302)</b>	<b>257,921,630</b>	<b>1,194,930</b>
Fund Balance	3,503,124	14,418,769		7,000,000	7,000,000		(7,000,000)
<b>TOTAL SOURCES</b>	<b>267,399,276</b>	<b>264,763,379</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	147,619,430	150,000,046	137,375,484	142,485,374	5,109,890	143,747,517	1,262,143
Services and Supplies	66,206,087	72,527,261	71,533,178	78,455,147	6,921,969	75,278,015	(3,177,132)
Other Charges	27,656,108	31,527,861	30,020,610	23,387,660	(6,632,950)	23,164,251	(223,409)
Fixed Assets		2,983,321	6,640,501	9,159,083	2,518,582	5,000,000	(4,159,083)
Other Financing Uses	9,979,427	10,348,256	11,585,229	10,239,436	(1,345,793)	10,731,847	492,411
<b>Net Appropriations</b>	<b>251,461,052</b>	<b>267,386,745</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
Non-General Fund Reserves	15,938,225	(2,623,366)					
<b>TOTAL REQUIREMENTS</b>	<b>267,399,276</b>	<b>264,763,379</b>	<b>257,155,002</b>	<b>263,726,700</b>	<b>6,571,698</b>	<b>257,921,630</b>	<b>(5,805,070)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1,227.0	1,158.0	964.0	992.0	28.0	992.0	
Funded FTE	1,112.2	1,061.9	893.7	920.4	26.7	920.7	0.4

Contributions to Medical Center (5850D)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	10,634,067	10,634,066	10,634,067	10,634,067		10,634,067	
Miscellaneous Revenue	7,489,517	5,612,056	5,612,056	8,850,099	3,238,043	5,612,056	(3,238,043)
<b>TOTAL SOURCES</b>	<b>18,123,584</b>	<b>16,246,122</b>	<b>16,246,123</b>	<b>19,484,166</b>	<b>3,238,043</b>	<b>16,246,123</b>	<b>(3,238,043)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	42,506,944						
Other Financing Uses	21,946,869	59,480,977	77,570,176	65,259,592	(12,310,584)	66,528,553	1,268,961
<b>Gross Appropriations</b>	<b>64,453,813</b>	<b>59,480,977</b>	<b>77,570,176</b>	<b>65,259,592</b>	<b>(12,310,584)</b>	<b>66,528,553</b>	<b>1,268,961</b>
Intrafund Transfers		(1,500,000)					
<b>TOTAL REQUIREMENTS</b>	<b>64,453,813</b>	<b>57,980,977</b>	<b>77,570,176</b>	<b>65,259,592</b>	<b>(12,310,584)</b>	<b>66,528,553</b>	<b>1,268,961</b>
<b>NET COUNTY COST</b>	<b>46,330,229</b>	<b>41,734,855</b>	<b>61,324,053</b>	<b>45,775,426</b>	<b>(15,548,627)</b>	<b>50,282,430</b>	<b>4,507,004</b>

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

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	353,260	268,967	221,000	184,000	(37,000)	184,000	
Intergovernmental Revenues	5,722,162	6,665,005	5,805,000	6,249,554	444,554	6,249,554	
Miscellaneous Revenue	432,569	176,574		255,000	255,000	255,000	
<b>Total Revenue</b>	<b>6,507,991</b>	<b>7,110,546</b>	<b>6,026,000</b>	<b>6,688,554</b>	<b>662,554</b>	<b>6,688,554</b>	
Fund Balance	31,624,095	26,631,806	24,327,011	20,449,677	(3,877,334)	20,449,677	
<b>TOTAL SOURCES</b>	<b>38,132,086</b>	<b>33,742,352</b>	<b>30,353,011</b>	<b>27,138,231</b>	<b>(3,214,780)</b>	<b>27,138,231</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,246,466	1,241,118	1,228,786	1,087,902	(140,884)	1,099,890	11,988
Services and Supplies	683,359	423,605	900,000	1,223,150	323,150	1,223,150	
Other Charges	9,570,455	7,750,617	8,064,999	8,820,435	755,436	8,820,435	
<b>Net Appropriations</b>	<b>11,500,280</b>	<b>9,415,340</b>	<b>10,193,785</b>	<b>11,131,487</b>	<b>937,702</b>	<b>11,143,475</b>	<b>11,988</b>
Non-General Fund Reserves	26,631,806	24,327,011	20,159,226	16,006,744	(4,152,482)	15,994,756	(11,988)
<b>TOTAL REQUIREMENTS</b>	<b>38,132,086</b>	<b>33,742,352</b>	<b>30,353,011</b>	<b>27,138,231</b>	<b>(3,214,780)</b>	<b>27,138,231</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	12.0	12.0	10.0	9.0	(1.0)	9.0	
Funded FTE	10.8	11.4	10.1	8.6	(1.6)	8.6	

Department of Child Support Services (2600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	11,392,101	11,039,483	11,209,910	11,476,562	266,652	11,476,562	
Miscellaneous Revenue			267,621	325,639	58,018	372,794	47,155
<b>TOTAL SOURCES</b>	<b>11,392,101</b>	<b>11,039,483</b>	<b>11,477,531</b>	<b>11,802,201</b>	<b>324,670</b>	<b>11,849,356</b>	<b>47,155</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	9,967,940	9,630,443	10,251,139	10,668,590	417,451	10,752,622	84,032
Services and Supplies	388,491	410,302	420,650	491,550	70,900	494,550	3,000
Other Charges	1,035,670	998,739	943,993	809,815	(134,178)	794,230	(15,585)
<b>Gross Appropriations</b>	<b>11,392,101</b>	<b>11,039,483</b>	<b>11,615,782</b>	<b>11,969,955</b>	<b>354,173</b>	<b>12,041,402</b>	<b>71,447</b>
Intrafund Transfers			(138,251)	(167,754)	(29,503)	(192,046)	(24,292)
<b>TOTAL REQUIREMENTS</b>	<b>11,392,101</b>	<b>11,039,483</b>	<b>11,477,531</b>	<b>11,802,201</b>	<b>324,670</b>	<b>11,849,356</b>	<b>47,155</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	90.0	90.0	87.0	90.0	3.0	90.0	
Funded FTE	89.3	89.2	86.2	86.4	0.2	86.4	

Human Services Agency (7000B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property							
Intergovernmental Revenues	133,376,985	129,302,201	145,360,410	154,152,570	8,792,160	151,437,270	(2,715,300)
Charges for Services	726,556	759,411	1,803,481	1,775,000	(28,481)	1,775,000	
Interfund Revenue	34,577	41,955	36,000	40,000	4,000	40,000	
Miscellaneous Revenue	4,581,621	2,557,642	1,673,955	1,890,645	216,690	1,973,853	83,208
<b>Total Revenue</b>	<b>138,719,739</b>	<b>132,661,208</b>	<b>148,873,846</b>	<b>157,858,215</b>	<b>8,984,369</b>	<b>155,226,123</b>	<b>(2,632,092)</b>
Fund Balance	6,943,083	5,945,724	7,189,504	6,263,156	(926,348)	5,148,156	(1,115,000)
<b>TOTAL SOURCES</b>	<b>145,662,822</b>	<b>138,606,932</b>	<b>156,063,350</b>	<b>164,121,371</b>	<b>8,058,021</b>	<b>160,374,279</b>	<b>(3,747,092)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	81,013,792	78,550,250	84,691,482	92,014,282	7,322,800	91,366,430	(647,852)
Services and Supplies	43,303,310	38,029,600	47,881,530	55,369,657	7,488,127	53,122,368	(2,247,289)
Other Charges	70,305,971	64,611,180	72,744,351	73,746,766	1,002,415	72,911,572	(835,194)
Fixed Assets	765		150,000		(150,000)		
Other Financing Uses	292,936	291,701	293,032	286,587	(6,445)	286,505	(82)
<b>Gross Appropriations</b>	<b>194,916,774</b>	<b>181,482,731</b>	<b>205,760,395</b>	<b>221,417,292</b>	<b>15,656,897</b>	<b>217,686,875</b>	<b>(3,730,417)</b>
Intrafund Transfers	(24,859,615)	(22,217,702)	(25,969,622)	(29,800,522)	(3,830,900)	(29,113,907)	686,615
<b>Net Appropriations</b>	<b>170,057,159</b>	<b>159,265,029</b>	<b>179,790,773</b>	<b>191,616,770</b>	<b>11,825,997</b>	<b>188,572,968</b>	<b>(3,043,802)</b>
Contingencies/Dept Reserves	5,625,204	5,914,503	6,041,050	5,148,156	(892,894)	5,148,156	
<b>TOTAL REQUIREMENTS</b>	<b>175,682,363</b>	<b>165,179,532</b>	<b>185,831,823</b>	<b>196,764,926</b>	<b>10,933,103</b>	<b>193,721,124</b>	<b>(3,043,802)</b>
<b>NET COUNTY COST</b>	<b>30,019,541</b>	<b>26,572,600</b>	<b>29,768,473</b>	<b>32,643,555</b>	<b>2,875,082</b>	<b>33,346,845</b>	<b>703,290</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	733.0	704.0	738.0	775.0	37.0	758.0	(17.0)
Funded FTE	724.7	697.5	717.4	774.4	57.0	757.4	(17.0)

Administration / Office of the Agency Director (7010P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	607,006	16,594					
Charges for Services	85						
Miscellaneous Revenue	101,628	68,695					
<b>Total Revenue</b>	<b>708,719</b>	<b>85,289</b>					
Fund Balance	4,518,549	4,789,857	4,934,395	4,041,501	(892,894)	4,041,501	
<b>TOTAL SOURCES</b>	<b>5,227,268</b>	<b>4,875,146</b>	<b>4,934,395</b>	<b>4,041,501</b>	<b>(892,894)</b>	<b>4,041,501</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	12,259,675	11,561,634	11,947,619	12,134,179	186,560	12,254,071	119,892
Services and Supplies	868,682	855,738	2,333,848	2,194,339	(139,509)	3,061,359	867,020
Other Charges	4,533,845	4,501,510	3,628,244	6,101,675	2,473,431	5,609,103	(492,572)
<b>Gross Appropriations</b>	<b>17,662,202</b>	<b>16,918,882</b>	<b>17,909,711</b>	<b>20,430,193</b>	<b>2,520,482</b>	<b>20,924,533</b>	<b>494,340</b>
Intrafund Transfers	(16,554,574)	(16,977,450)	(17,909,711)	(20,430,193)	(2,520,482)	(20,924,533)	(494,340)
<b>Net Appropriations</b>	<b>1,107,628</b>	<b>(58,568)</b>					
Contingencies/Dept Reserves	4,518,549	4,789,857	4,934,395	4,041,501	(892,894)	4,041,501	
<b>TOTAL REQUIREMENTS</b>	<b>5,626,177</b>	<b>4,731,289</b>	<b>4,934,395</b>	<b>4,041,501</b>	<b>(892,894)</b>	<b>4,041,501</b>	
<b>NET COUNTY COST</b>	<b>398,909</b>	<b>(143,857)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	98.0	91.0	92.0	90.0	(2.0)	90.0	
Funded FTE	97.1	90.5	91.1	90.0	(1.2)	90.0	

Aid Payments (7210P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	22,636,787	20,709,372	22,897,124	22,897,124		22,897,124	
Miscellaneous Revenue	67,797	19,998					
<b>Total Revenue</b>	22,704,584	20,729,370	22,897,124	22,897,124		22,897,124	
Fund Balance	817,879						
<b>TOTAL SOURCES</b>	23,522,463	20,729,370	22,897,124	22,897,124		22,897,124	
<b>REQUIREMENTS</b>							
Services and Supplies	416,092	968,976	1,120,000	1,119,770	(230)	1,119,770	
Other Charges	27,518,782	25,948,329	27,689,358	27,689,588	230	27,689,588	
<b>TOTAL REQUIREMENTS</b>	27,934,874	26,917,306	28,809,358	28,809,358		28,809,358	
<b>NET COUNTY COST</b>	4,412,411	6,187,936	5,912,234	5,912,234		5,912,234	

Eligibility Determination (7220P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	42,763,348	45,060,634	51,275,131	56,719,781	5,444,650	53,973,711	(2,746,070)
Miscellaneous Revenue	514,199	394,522	175,000	45,000	(130,000)	45,000	
<b>Total Revenue</b>	<b>43,277,547</b>	<b>45,455,156</b>	<b>51,450,131</b>	<b>56,764,781</b>	<b>5,314,650</b>	<b>54,018,711</b>	<b>(2,746,070)</b>
Fund Balance			1,110,420		(1,110,420)		
<b>TOTAL SOURCES</b>	<b>43,277,547</b>	<b>45,455,156</b>	<b>52,560,551</b>	<b>56,764,781</b>	<b>4,204,230</b>	<b>54,018,711</b>	<b>(2,746,070)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	32,011,414	33,363,586	37,074,424	41,778,612	4,704,188	40,233,535	(1,545,077)
Services and Supplies	15,384,648	13,896,184	18,148,331	22,328,490	4,180,159	20,743,833	(1,584,657)
Other Charges	4,576,392	4,090,651	7,243,340	5,890,319	(1,353,021)	5,480,084	(410,235)
Fixed Assets	765		150,000		(150,000)		
Other Financing Uses	93,737	93,341	93,756	78,802	(14,954)	78,720	(82)
<b>Gross Appropriations</b>	<b>52,066,955</b>	<b>51,443,762</b>	<b>62,709,851</b>	<b>70,076,223</b>	<b>7,366,372</b>	<b>66,536,172</b>	<b>(3,540,051)</b>
Intrafund Transfers	(4,021,540)	(1,049,865)	(2,299,098)	(3,722,288)	(1,423,190)	(2,581,658)	1,140,630
<b>TOTAL REQUIREMENTS</b>	<b>48,045,415</b>	<b>50,393,897</b>	<b>60,410,753</b>	<b>66,353,935</b>	<b>5,943,182</b>	<b>63,954,514</b>	<b>(2,399,421)</b>
<b>NET COUNTY COST</b>	<b>4,767,868</b>	<b>4,938,741</b>	<b>7,850,202</b>	<b>9,589,154</b>	<b>1,738,952</b>	<b>9,935,803</b>	<b>346,649</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	332.0	333.0	359.0	385.0	26.0	363.0	(22.0)
Funded FTE	328.3	329.3	343.8	384.9	41.1	362.9	(22.0)

Workforce Investment (7310P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	6,931,041	6,496,976	10,248,617	6,088,424	(4,160,193)	6,095,701	7,277
Miscellaneous Revenue	7,313	22,902					
<b>TOTAL SOURCES</b>	<b>6,938,354</b>	<b>6,519,878</b>	<b>10,248,617</b>	<b>6,088,424</b>	<b>(4,160,193)</b>	<b>6,095,701</b>	<b>7,277</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,826,584	2,570,988	3,566,378	2,461,310	(1,105,068)	2,451,556	(9,754)
Services and Supplies	1,490,783	1,027,177	4,192,138	1,808,893	(2,383,245)	1,821,601	12,708
Other Charges	2,555,969	2,620,149	3,115,498	1,818,221	(1,297,277)	1,822,544	4,323
<b>Gross Appropriations</b>	<b>6,873,337</b>	<b>6,218,313</b>	<b>10,874,014</b>	<b>6,088,424</b>	<b>(4,785,590)</b>	<b>6,095,701</b>	<b>7,277</b>
Intrafund Transfers			(625,397)		625,397		
<b>TOTAL REQUIREMENTS</b>	<b>6,873,337</b>	<b>6,218,313</b>	<b>10,248,617</b>	<b>6,088,424</b>	<b>(4,160,193)</b>	<b>6,095,701</b>	<b>7,277</b>
<b>NET COUNTY COST</b>	<b>(65,017)</b>	<b>(301,565)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	21.0	31.0	33.0	21.0	(12.0)	21.0	
Funded FTE	21.0	30.9	32.3	21.0	(11.3)	21.0	

Employment Services (7320P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	8,499,734	6,130,108	5,916,383	7,593,978	1,677,595	7,272,989	(320,989)
Miscellaneous Revenue	214,758	103,908	20,500	17,500	(3,000)	17,500	
<b>Total Revenue</b>	<b>8,714,491</b>	<b>6,234,017</b>	<b>5,936,883</b>	<b>7,611,478</b>	<b>1,674,595</b>	<b>7,290,489</b>	<b>(320,989)</b>
Fund Balance			38,034	620,000	581,966		(620,000)
<b>TOTAL SOURCES</b>	<b>8,714,491</b>	<b>6,234,017</b>	<b>5,974,917</b>	<b>8,231,478</b>	<b>2,256,561</b>	<b>7,290,489</b>	<b>(940,989)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,770,746	3,463,266	3,484,755	4,617,996	1,133,241	4,644,682	26,686
Services and Supplies	4,540,913	1,845,451	1,897,403	3,040,794	1,143,391	2,198,390	(842,404)
Other Charges	1,523,291	1,680,287	1,704,191	1,697,813	(6,378)	1,632,994	(64,819)
Other Financing Uses	123,039	122,521	123,067	62,857	(60,210)	62,857	
<b>Gross Appropriations</b>	<b>9,957,989</b>	<b>7,111,525</b>	<b>7,209,416</b>	<b>9,419,460</b>	<b>2,210,044</b>	<b>8,538,923</b>	<b>(880,537)</b>
Intrafund Transfers	(53,549)	(54,175)	(142,028)	(59,000)	83,028	(59,000)	
<b>TOTAL REQUIREMENTS</b>	<b>9,904,439</b>	<b>7,057,350</b>	<b>7,067,388</b>	<b>9,360,460</b>	<b>2,293,072</b>	<b>8,479,923</b>	<b>(880,537)</b>
<b>NET COUNTY COST</b>	<b>1,189,948</b>	<b>823,334</b>	<b>1,092,471</b>	<b>1,128,982</b>	<b>36,511</b>	<b>1,189,434</b>	<b>60,452</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	43.0	29.0	30.0	42.0	12.0	42.0	
Funded FTE	42.4	28.7	29.7	42.0	12.3	42.0	

Vocational Rehab Services (7330P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	1,661,092	1,380,933	1,435,795	1,538,795	103,000	1,538,795	
Charges for Services	726,471	759,411	1,803,481	1,775,000	(28,481)	1,775,000	
Interfund Revenue	34,577	41,955	36,000	40,000	4,000	40,000	
Miscellaneous Revenue	142,852	1,204,526	190,000	110,000	(80,000)	219,641	109,641
<b>Total Revenue</b>	<b>2,564,992</b>	<b>3,386,825</b>	<b>3,465,276</b>	<b>3,463,795</b>	<b>(1,481)</b>	<b>3,573,436</b>	<b>109,641</b>
Fund Balance				495,000	495,000		(495,000)
<b>TOTAL SOURCES</b>	<b>2,564,992</b>	<b>3,386,825</b>	<b>3,465,276</b>	<b>3,958,795</b>	<b>493,519</b>	<b>3,573,436</b>	<b>(385,359)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,872,180	3,817,155	4,042,906	4,156,795	113,889	4,197,096	40,301
Services and Supplies	2,484,649	3,155,073	3,146,770	3,708,351	561,581	3,235,102	(473,249)
Other Charges	531,797	532,048	550,121	993,112	442,991	1,048,061	54,949
<b>Gross Appropriations</b>	<b>6,888,626</b>	<b>7,504,276</b>	<b>7,739,797</b>	<b>8,858,258</b>	<b>1,118,461</b>	<b>8,480,259</b>	<b>(377,999)</b>
Intrafund Transfers	(3,167,987)	(3,134,983)	(3,266,654)	(3,743,056)	(476,402)	(3,738,357)	4,699
<b>TOTAL REQUIREMENTS</b>	<b>3,720,639</b>	<b>4,369,292</b>	<b>4,473,143</b>	<b>5,115,202</b>	<b>642,059</b>	<b>4,741,902</b>	<b>(373,300)</b>
<b>NET COUNTY COST</b>	<b>1,155,647</b>	<b>982,468</b>	<b>1,007,867</b>	<b>1,156,407</b>	<b>148,540</b>	<b>1,168,466</b>	<b>12,059</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	32.0	33.0	34.0	34.0		34.0	
Funded FTE	31.7	32.9	33.6	34.0	0.4	34.0	

Child Care Services (7360P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	5,233,205	5,374,897	6,813,068	5,689,723	(1,123,345)	5,698,645	8,922
Miscellaneous Revenue	66,659	2,953					
<b>Total Revenue</b>	<b>5,299,864</b>	<b>5,377,850</b>	<b>6,813,068</b>	<b>5,689,723</b>	<b>(1,123,345)</b>	<b>5,698,645</b>	<b>8,922</b>
Fund Balance	313,335	313,335	313,335	313,335		313,335	
<b>TOTAL SOURCES</b>	<b>5,613,199</b>	<b>5,691,185</b>	<b>7,126,403</b>	<b>6,003,058</b>	<b>(1,123,345)</b>	<b>6,011,980</b>	<b>8,922</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	735,084	704,361	748,621	549,809	(198,812)	556,530	6,721
Services and Supplies	211,625	274,012	336,115	338,552	2,437	346,940	8,388
Other Charges	4,939,960	4,762,962	5,826,711	4,878,210	(948,501)	4,878,390	180
Other Financing Uses	2,929	2,917	2,930		(2,930)		
<b>Net Appropriations</b>	<b>5,889,598</b>	<b>5,744,251</b>	<b>6,914,377</b>	<b>5,766,571</b>	<b>(1,147,806)</b>	<b>5,781,860</b>	<b>15,289</b>
Contingencies/Dept Reserves	313,335	313,335	313,335	313,335		313,335	
<b>TOTAL REQUIREMENTS</b>	<b>6,202,933</b>	<b>6,057,586</b>	<b>7,227,712</b>	<b>6,079,906</b>	<b>(1,147,806)</b>	<b>6,095,195</b>	<b>15,289</b>
<b>NET COUNTY COST</b>	<b>589,734</b>	<b>366,401</b>	<b>101,309</b>	<b>76,848</b>	<b>(24,461)</b>	<b>83,215</b>	<b>6,367</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	7.0	7.0	6.0	(1.0)	6.0	
Funded FTE	9.0	7.0	7.0	6.0	(1.0)	6.0	

Children and Family Services (7420P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	25,167,853	24,240,016	24,319,529	29,786,096	5,466,567	30,115,217	329,121
Miscellaneous Revenue	221,685	291,723	292,694	302,558	9,864	302,558	
<b>Total Revenue</b>	<b>25,389,539</b>	<b>24,531,740</b>	<b>24,612,223</b>	<b>30,088,654</b>	<b>5,476,431</b>	<b>30,417,775</b>	<b>329,121</b>
Fund Balance		49,212					
<b>TOTAL SOURCES</b>	<b>25,389,539</b>	<b>24,580,952</b>	<b>24,612,223</b>	<b>30,088,654</b>	<b>5,476,431</b>	<b>30,417,775</b>	<b>329,121</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	21,116,315	19,342,961	20,599,491	23,017,327	2,417,836	23,749,932	732,605
Services and Supplies	11,576,756	10,361,082	10,228,010	13,412,159	3,184,149	13,204,217	(207,942)
Other Charges	2,937,812	2,735,230	2,830,634	3,610,327	779,693	3,674,868	64,541
Other Financing Uses	73,231	72,922	73,279	118,000	44,721	118,000	
<b>Gross Appropriations</b>	<b>35,704,114</b>	<b>32,512,195</b>	<b>33,731,414</b>	<b>40,157,813</b>	<b>6,426,399</b>	<b>40,747,017</b>	<b>589,204</b>
Intrafund Transfers	(269,702)	(206,491)	(287,767)	(248,955)	38,812	(242,865)	6,090
<b>Net Appropriations</b>	<b>35,434,412</b>	<b>32,305,704</b>	<b>33,443,647</b>	<b>39,908,858</b>	<b>6,465,211</b>	<b>40,504,152</b>	<b>595,294</b>
Contingencies/Dept Reserves		17,991					
<b>TOTAL REQUIREMENTS</b>	<b>35,434,412</b>	<b>32,323,695</b>	<b>33,443,647</b>	<b>39,908,858</b>	<b>6,465,211</b>	<b>40,504,152</b>	<b>595,294</b>
<b>NET COUNTY COST</b>	<b>10,044,873</b>	<b>7,742,744</b>	<b>8,831,424</b>	<b>9,820,204</b>	<b>988,780</b>	<b>10,086,377</b>	<b>266,173</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	161.0	149.0	159.0	173.0	14.0	178.0	5.0
Funded FTE	159.7	147.5	156.8	172.6	15.8	177.6	5.0

Out of Home Placement (7440P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	19,389,999	18,691,525	19,799,146	21,186,678	1,387,532	21,186,973	295
Miscellaneous Revenue	3,058,047	157,468	847,132	1,271,890	424,758	1,264,776	(7,114)
<b>Total Revenue</b>	<b>22,448,046</b>	<b>18,848,993</b>	<b>20,646,278</b>	<b>22,458,568</b>	<b>1,812,290</b>	<b>22,451,749</b>	<b>(6,819)</b>
Fund Balance	1,293,320	793,320	793,320	793,320		793,320	
<b>TOTAL SOURCES</b>	<b>23,741,366</b>	<b>19,642,313</b>	<b>21,439,598</b>	<b>23,251,888</b>	<b>1,812,290</b>	<b>23,245,069</b>	<b>(6,819)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,526,505	1,585,871	1,521,078	1,601,813	80,735	1,603,571	1,758
Services and Supplies	2,717,255	1,696,918	1,971,645	2,549,960	578,315	2,543,870	(6,090)
Other Charges	20,808,964	17,354,494	18,932,997	20,100,237	1,167,240	20,099,157	(1,080)
<b>Net Appropriations</b>	<b>25,052,724</b>	<b>20,637,283</b>	<b>22,425,720</b>	<b>24,252,010</b>	<b>1,826,290</b>	<b>24,246,598</b>	<b>(5,412)</b>
Contingencies/Dept Reserves	793,320	793,320	793,320	793,320		793,320	
<b>TOTAL REQUIREMENTS</b>	<b>25,846,044</b>	<b>21,430,603</b>	<b>23,219,040</b>	<b>25,045,330</b>	<b>1,826,290</b>	<b>25,039,918</b>	<b>(5,412)</b>
<b>NET COUNTY COST</b>	<b>2,104,678</b>	<b>1,788,290</b>	<b>1,779,442</b>	<b>1,793,442</b>	<b>14,000</b>	<b>1,794,849</b>	<b>1,407</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	11.0	11.0	11.0	11.0		11.0	
Funded FTE	10.3	11.0	11.0	11.0	0.0	11.0	

Homeless and Safety Net Services (7510P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	431,131	1,131,157	950,921	940,209	(10,712)	940,209	
Miscellaneous Revenue	2,333						
<b>TOTAL SOURCES</b>	<b>433,464</b>	<b>1,131,157</b>	<b>950,921</b>	<b>940,209</b>	<b>(10,712)</b>	<b>940,209</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	516,399	360,435	458,899	422,249	(36,650)	423,689	1,440
Services and Supplies	2,805,585	3,219,308	3,765,928	3,850,148	84,220	3,850,232	84
Other Charges	232,664	235,929	225,503	229,952	4,449	229,580	(372)
Other Financing Uses				13,464	13,464	13,464	
<b>Gross Appropriations</b>	<b>3,554,649</b>	<b>3,815,672</b>	<b>4,450,330</b>	<b>4,515,813</b>	<b>65,483</b>	<b>4,516,965</b>	<b>1,152</b>
Intrafund Transfers	(160,146)	(252,083)	(681,041)	(761,599)	(80,558)	(761,599)	
<b>TOTAL REQUIREMENTS</b>	<b>3,394,503</b>	<b>3,563,590</b>	<b>3,769,289</b>	<b>3,754,214</b>	<b>(15,075)</b>	<b>3,755,366</b>	<b>1,152</b>
<b>NET COUNTY COST</b>	<b>2,961,039</b>	<b>2,432,433</b>	<b>2,818,368</b>	<b>2,814,005</b>	<b>(4,363)</b>	<b>2,815,157</b>	<b>1,152</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4.0	3.0	3.0	3.0		3.0	
Funded FTE	4.0	3.0	3.0	3.0		3.0	

Community Capacity (7520P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	55,788	69,989	1,704,696	1,711,762	7,066	1,717,906	6,144
Miscellaneous Revenue	184,351	290,946	148,629	143,697	(4,932)	124,378	(19,319)
<b>TOTAL SOURCES</b>	<b>240,140</b>	<b>360,935</b>	<b>1,853,325</b>	<b>1,855,459</b>	<b>2,134</b>	<b>1,842,284</b>	<b>(13,175)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,378,889	1,779,994	1,247,311	1,274,192	26,881	1,251,768	(22,424)
Services and Supplies	806,323	729,682	741,342	1,018,201	276,859	997,054	(21,147)
Other Charges	146,496	149,590	997,754	737,312	(260,442)	747,203	9,891
Other Financing Uses				13,464	13,464	13,464	
<b>Gross Appropriations</b>	<b>3,331,707</b>	<b>2,659,265</b>	<b>2,986,407</b>	<b>3,043,169</b>	<b>56,762</b>	<b>3,009,489</b>	<b>(33,680)</b>
Intrafund Transfers	(632,117)	(542,655)	(757,926)	(835,431)	(77,505)	(805,895)	29,536
<b>TOTAL REQUIREMENTS</b>	<b>2,699,590</b>	<b>2,116,611</b>	<b>2,228,481</b>	<b>2,207,738</b>	<b>(20,743)</b>	<b>2,203,594</b>	<b>(4,144)</b>
<b>NET COUNTY COST</b>	<b>2,459,450</b>	<b>1,755,676</b>	<b>375,156</b>	<b>352,279</b>	<b>(22,877)</b>	<b>361,310</b>	<b>9,031</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	22.0	17.0	10.0	10.0		10.0	
Funded FTE	21.3	16.6	9.1	9.9	0.8	9.9	

Planning and Building (3800B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	2,517,876	2,766,521	2,853,272	2,660,771	(192,501)	2,740,595	79,824
Fines, Forfeitures and Penalties	26,202	32,144	25,000	15,000	(10,000)	15,000	
Intergovernmental Revenues	101,170	180,105	125,000		(125,000)		
Charges for Services	1,354,353	1,398,657	1,334,102	1,412,500	78,398	1,454,695	42,195
Interfund Revenue	4,357	21,286	100,000	107,000	7,000	107,000	
Miscellaneous Revenue	604,311	98,855	102,258	106,258	4,000	106,258	
<b>Total Revenue</b>	<b>4,608,268</b>	<b>4,497,568</b>	<b>4,539,632</b>	<b>4,301,529</b>	<b>(238,103)</b>	<b>4,423,548</b>	<b>122,019</b>
Fund Balance	3,450,872	2,205,099	967,876	962,299	(5,577)	354,705	(607,594)
<b>TOTAL SOURCES</b>	<b>8,059,140</b>	<b>6,702,667</b>	<b>5,507,508</b>	<b>5,263,828</b>	<b>(243,680)</b>	<b>4,778,253</b>	<b>(485,575)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,196,898	6,035,044	6,404,330	6,243,789	(160,541)	6,304,717	60,928
Services and Supplies	4,948,360	5,284,057	5,523,805	996,766	(4,527,039)	520,839	(475,927)
Other Charges	553,626	549,679	582,183	649,004	66,821	641,233	(7,771)
<b>Gross Appropriations</b>	<b>11,698,885</b>	<b>11,868,780</b>	<b>12,510,318</b>	<b>7,889,559</b>	<b>(4,620,759)</b>	<b>7,466,789</b>	<b>(422,770)</b>
Intrafund Transfers	(4,404,215)	(4,815,833)	(5,158,961)	(261,218)	4,897,743	(261,218)	
<b>Net Appropriations</b>	<b>7,294,669</b>	<b>7,052,946</b>	<b>7,351,357</b>	<b>7,628,341</b>	<b>276,984</b>	<b>7,205,571</b>	<b>(422,770)</b>
Contingencies/Dept Reserves	1,032,354	493,247	417,329	302,489	(114,840)	302,489	
<b>TOTAL REQUIREMENTS</b>	<b>8,327,023</b>	<b>7,546,193</b>	<b>7,768,686</b>	<b>7,930,830</b>	<b>162,144</b>	<b>7,508,060</b>	<b>(422,770)</b>
<b>NET COUNTY COST</b>	<b>267,883</b>	<b>843,526</b>	<b>2,261,178</b>	<b>2,667,002</b>	<b>405,824</b>	<b>2,729,807</b>	<b>62,805</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	52.0	49.0	48.0	46.0	(2.0)	46.0	
Funded FTE	51.6	48.5	47.5	45.4	(2.2)	45.4	

Administration and Support (3810P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services		89,734					
Interfund Revenue			30,000		(30,000)		
Miscellaneous Revenue	31,212	1,494					
<b>Total Revenue</b>	31,212	91,228	30,000		(30,000)		
Fund Balance	3,450,872	2,205,099	967,876	962,299	(5,577)	354,705	(607,594)
<b>TOTAL SOURCES</b>	3,482,084	2,296,327	997,876	962,299	(35,577)	354,705	(607,594)
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,559,168	1,759,666	1,896,821	1,599,014	(297,807)	1,618,568	19,554
Services and Supplies	2,446,909	2,427,132	2,175,749	404,230	(1,771,519)	124,800	(279,430)
Other Charges	429,346	416,821	444,636	508,756	64,120	499,659	(9,097)
<b>Gross Appropriations</b>	4,435,422	4,603,619	4,517,206	2,512,000	(2,005,206)	2,243,027	(268,973)
Intrafund Transfers	(2,094,697)	(2,579,144)	(3,568,212)	(11,218)	3,556,994	(11,218)	
<b>Net Appropriations</b>	2,340,725	2,024,476	948,994	2,500,782	1,551,788	2,231,809	(268,973)
Contingencies/Dept Reserves	1,032,354	493,247	417,329	302,489	(114,840)	302,489	
<b>TOTAL REQUIREMENTS</b>	3,373,079	2,517,723	1,366,323	2,803,271	1,436,948	2,534,298	(268,973)
<b>NET COUNTY COST</b>	(109,005)	221,395	368,447	1,840,972	1,472,525	2,179,593	338,621
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	15.0	15.0	15.0	13.0	(2.0)	13.0	
Funded FTE	14.9	14.9	14.9	12.9	(2.0)	12.9	

Long Range Planning Services (3830P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	95,617	179,937	125,000		(125,000)		
Charges for Services	6,378	6,460		6,000	6,000	6,000	
Interfund Revenue		21,286					
Miscellaneous Revenue	206,644	42,832	61,200	65,200	4,000	65,200	
<b>TOTAL SOURCES</b>	<b>308,639</b>	<b>250,516</b>	<b>186,200</b>	<b>71,200</b>	<b>(115,000)</b>	<b>71,200</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	937,854	585,228	622,100	661,696	39,596	671,231	9,535
Services and Supplies	477,190	885,033	853,096		(853,096)		
Other Charges	9,063	8,606	9,023	9,025	2	8,147	(878)
<b>Gross Appropriations</b>	<b>1,424,107</b>	<b>1,478,867</b>	<b>1,484,219</b>	<b>670,721</b>	<b>(813,498)</b>	<b>679,378</b>	<b>8,657</b>
Intrafund Transfers	(548,807)	(630,165)					
<b>TOTAL REQUIREMENTS</b>	<b>875,300</b>	<b>848,702</b>	<b>1,484,219</b>	<b>670,721</b>	<b>(813,498)</b>	<b>679,378</b>	<b>8,657</b>
<b>NET COUNTY COST</b>	<b>566,661</b>	<b>598,186</b>	<b>1,298,019</b>	<b>599,521</b>	<b>(698,498)</b>	<b>608,178</b>	<b>8,657</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	7.0	6.0	5.0	5.0		5.0	
Funded FTE	7.0	6.0	5.0	5.0		5.0	

Building Inspection (3842P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	1,868,667	2,012,020	2,048,132	2,123,271	75,139	2,186,970	63,699
Fines, Forfeitures and Penalties	26,202	32,144	25,000	15,000	(10,000)	15,000	
Intergovernmental Revenues	5,553	168					
Charges for Services	1,184,985	1,106,940	1,179,269	1,251,500	72,231	1,289,045	37,545
Miscellaneous Revenue	14,162	1,061	1,000	1,000		1,000	
<b>TOTAL SOURCES</b>	<b>3,099,568</b>	<b>3,152,333</b>	<b>3,253,401</b>	<b>3,390,771</b>	<b>137,370</b>	<b>3,492,015</b>	<b>101,244</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,999,287	1,971,578	2,053,832	2,124,402	70,570	2,141,381	16,979
Services and Supplies	973,612	1,029,519	1,410,595	46,000	(1,364,595)	46,000	
Other Charges	69,618	67,854	99,370	99,549	179	102,643	3,094
<b>Gross Appropriations</b>	<b>3,042,516</b>	<b>3,068,951</b>	<b>3,563,797</b>	<b>2,269,951</b>	<b>(1,293,846)</b>	<b>2,290,024</b>	<b>20,073</b>
Intrafund Transfers	(315,609)						
<b>TOTAL REQUIREMENTS</b>	<b>2,726,907</b>	<b>3,068,951</b>	<b>3,563,797</b>	<b>2,269,951</b>	<b>(1,293,846)</b>	<b>2,290,024</b>	<b>20,073</b>
<b>NET COUNTY COST</b>	<b>(372,662)</b>	<b>(83,382)</b>	<b>310,396</b>	<b>(1,120,820)</b>	<b>(1,431,216)</b>	<b>(1,201,991)</b>	<b>(81,171)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	17.0	15.0	15.0	15.0		15.0	
Funded FTE	16.9	14.8	14.8	14.7	(0.2)	14.7	

Planning and Development Review (3843P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	649,209	754,501	805,140	537,500	(267,640)	553,625	16,125
Charges for Services	162,990	195,523	154,833	155,000	167	159,650	4,650
Interfund Revenue	4,357		70,000	107,000	37,000	107,000	
Miscellaneous Revenue	352,293	53,468	40,058	40,058		40,058	
<b>TOTAL SOURCES</b>	<b>1,168,849</b>	<b>1,003,491</b>	<b>1,070,031</b>	<b>839,558</b>	<b>(230,473)</b>	<b>860,333</b>	<b>20,775</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,700,590	1,718,572	1,831,577	1,858,677	27,100	1,873,537	14,860
Services and Supplies	1,050,650	942,373	1,084,365	546,536	(537,829)	350,039	(196,497)
Other Charges	45,599	56,397	29,154	31,674	2,520	30,784	(890)
<b>Gross Appropriations</b>	<b>2,796,840</b>	<b>2,717,342</b>	<b>2,945,096</b>	<b>2,436,887</b>	<b>(508,209)</b>	<b>2,254,360</b>	<b>(182,527)</b>
Intrafund Transfers	(1,445,102)	(1,606,525)	(1,590,749)	(250,000)	1,340,749	(250,000)	
<b>TOTAL REQUIREMENTS</b>	<b>1,351,738</b>	<b>1,110,817</b>	<b>1,354,347</b>	<b>2,186,887</b>	<b>832,540</b>	<b>2,004,360</b>	<b>(182,527)</b>
<b>NET COUNTY COST</b>	<b>182,889</b>	<b>107,327</b>	<b>284,316</b>	<b>1,347,329</b>	<b>1,063,013</b>	<b>1,144,027</b>	<b>(203,302)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	13.0	13.0	13.0	13.0		13.0	
Funded FTE	12.8	12.9	12.9	12.8	(0.0)	12.8	

Local Agency Formation Commission (3570B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	165,079	154,028	157,813	197,273	39,460	197,893	620
Charges for Services	8,357	24,436	25,000	25,000		25,000	
Miscellaneous Revenue			2,636		(2,636)		
<b>Total Revenue</b>	173,436	178,464	185,449	222,273	36,824	222,893	620
Fund Balance	108,808	84,285	73,527	53,416	(20,111)	53,483	67
<b>TOTAL SOURCES</b>	282,244	262,749	258,976	275,689	16,713	276,376	687
<b>REQUIREMENTS</b>							
Salaries and Benefits	209,099	214,540	209,693	214,237	4,544	214,304	67
Services and Supplies	34,053	27,466	52,197	103,520	51,323	104,420	900
Other Charges	37,345	24,220	42,817	45,665	2,848	45,665	
<b>Gross Appropriations</b>	280,497	266,226	304,707	363,422	58,715	364,389	967
Intrafund Transfers	(82,538)	(77,004)	(78,907)	(98,636)	(19,729)	(98,946)	(310)
<b>Net Appropriations</b>	197,959	189,222	225,800	264,786	38,986	265,443	657
Contingencies/Dept Reserves	84,285	73,527	33,176	10,903	(22,273)	10,933	30
<b>TOTAL REQUIREMENTS</b>	282,244	262,749	258,976	275,689	16,713	276,376	687
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	1.0	1.0	1.0	1.0		1.0	
Funded FTE	1.0	1.0	1.0	1.0		1.0	

Parks Department (3900B)  
ALL FUNDS

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	5,768	6,762	4,650	3,950	(700)	3,950	
Use of Money and Property	198,167	264,216	202,594	197,794	(4,800)	178,794	(19,000)
Intergovernmental Revenues	616,631	540,027	3,208,000	4,233,000	1,025,000	1,285,462	(2,947,538)
Charges for Services	2,454,844	2,988,727	2,655,964	2,569,464	(86,500)	2,709,464	140,000
Interfund Revenue	57,497	153,207	25,000	624,750	599,750	25,750	(599,000)
Miscellaneous Revenue	676,143	403,098	55,000	743,000	688,000	55,000	(688,000)
Other Financing Sources	170,914		170,066	261,222	91,156	261,222	
<b>Total Revenue</b>	<b>4,179,966</b>	<b>4,356,037</b>	<b>6,321,274</b>	<b>8,633,180</b>	<b>2,311,906</b>	<b>4,519,642</b>	<b>(4,113,538)</b>
Fund Balance	4,906,058	3,184,457	3,361,679	2,983,483	(378,196)	1,418,883	(1,564,600)
<b>TOTAL SOURCES</b>	<b>9,086,024</b>	<b>7,540,494</b>	<b>9,682,953</b>	<b>11,616,663</b>	<b>1,933,710</b>	<b>5,938,525</b>	<b>(5,678,138)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,933,147	6,397,608	6,415,598	6,644,547	228,949	6,787,231	142,684
Services and Supplies	1,753,424	1,560,818	2,324,063	2,565,843	241,780	1,796,671	(769,172)
Other Charges	1,543,582	1,552,425	1,196,454	1,482,750	286,296	1,646,514	163,764
Fixed Assets	651,565	92,320	132,000	3,245,999	3,113,999	381,807	(2,864,192)
Other Financing Uses	1,442,751	244,546	4,786,400	2,830,000	(1,956,400)	1,285,462	(1,544,538)
<b>Gross Appropriations</b>	<b>12,324,468</b>	<b>9,847,717</b>	<b>14,854,515</b>	<b>16,769,139</b>	<b>1,914,624</b>	<b>11,897,685</b>	<b>(4,871,454)</b>
Intrafund Transfers	(55,000)	(55,000)	(204,997)	(150,000)	54,997	(150,000)	
<b>Net Appropriations</b>	<b>12,269,468</b>	<b>9,792,717</b>	<b>14,649,518</b>	<b>16,619,139</b>	<b>1,969,621</b>	<b>11,747,685</b>	<b>(4,871,454)</b>
Contingencies/Dept Reserves	133,119		170,530	127,897	(42,633)	127,897	
Non-General Fund Reserves	2,978,470	3,211,844	1,291,983	1,290,986	(997)	570,266	(720,720)
<b>TOTAL REQUIREMENTS</b>	<b>15,381,057</b>	<b>13,004,561</b>	<b>16,112,031</b>	<b>18,038,022</b>	<b>1,925,991</b>	<b>12,445,848</b>	<b>(5,592,174)</b>
<b>NET COUNTY COST</b>	<b>6,295,033</b>	<b>5,464,067</b>	<b>6,429,078</b>	<b>6,421,359</b>	<b>(7,719)</b>	<b>6,507,323</b>	<b>85,964</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	56.0	55.0	51.0	53.0	2.0	53.0	
Funded FTE	55.9	54.6	51.2	52.7	1.5	52.7	

Administration and Support (3910P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	4,114	4,444	3,000	3,000		3,000	
Use of Money and Property	48,419	54,372	50,000	50,000		50,000	
Intergovernmental Revenues	5,000	9,500					
Charges for Services	20,390	27,641	120,500	120,500		135,500	15,000
Interfund Revenue	57,497	42,500	25,000	25,750	750	25,750	
Miscellaneous Revenue	483,437	172,995					
Other Financing Sources	47,848		22,000	113,156	91,156	113,156	
<b>Total Revenue</b>	<b>666,705</b>	<b>311,452</b>	<b>220,500</b>	<b>312,406</b>	<b>91,906</b>	<b>327,406</b>	<b>15,000</b>
Fund Balance	150,361	52,309	183,521	133,521	(50,000)	127,897	(5,624)
<b>TOTAL SOURCES</b>	<b>817,066</b>	<b>363,761</b>	<b>404,021</b>	<b>445,927</b>	<b>41,906</b>	<b>455,303</b>	<b>9,376</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,296,087	1,200,068	536,480	589,940	53,460	648,814	58,874
Services and Supplies	104,093	127,856	735,300	468,410	(266,890)	324,578	(143,832)
Other Charges	285,627	237,258	102,637	217,846	115,209	221,610	3,764
<b>Gross Appropriations</b>	<b>1,685,807</b>	<b>1,565,182</b>	<b>1,374,417</b>	<b>1,276,196</b>	<b>(98,221)</b>	<b>1,195,002</b>	<b>(81,194)</b>
Intrafund Transfers	(55,000)	(55,000)	(54,997)		54,997		
<b>Net Appropriations</b>	<b>1,630,807</b>	<b>1,510,182</b>	<b>1,319,420</b>	<b>1,276,196</b>	<b>(43,224)</b>	<b>1,195,002</b>	<b>(81,194)</b>
Contingencies/Dept Reserves	133,119		170,530	127,897	(42,633)	127,897	
<b>TOTAL REQUIREMENTS</b>	<b>1,763,926</b>	<b>1,510,182</b>	<b>1,489,950</b>	<b>1,404,093</b>	<b>(85,857)</b>	<b>1,322,899</b>	<b>(81,194)</b>
<b>NET COUNTY COST</b>	<b>946,860</b>	<b>1,146,421</b>	<b>1,085,929</b>	<b>958,166</b>	<b>(127,763)</b>	<b>867,596</b>	<b>(90,570)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	8.0	7.0	2.0	3.0	1.0	3.0	
Funded FTE	8.0	7.0	2.5	3.0	0.5	3.0	

Operations and Maintenance (3930P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties		50					
Use of Money and Property	82,607	165,362	102,594	102,594		102,594	
Intergovernmental Revenues		611					
Charges for Services	1,332,226	1,779,946	1,418,995	1,463,995	45,000	1,463,995	
Interfund Revenue		110,468					
Miscellaneous Revenue	70,574	127,480	55,000	55,000		55,000	
Other Financing Sources	116,066		148,066	148,066		148,066	
<b>TOTAL SOURCES</b>	<b>1,601,473</b>	<b>2,183,918</b>	<b>1,724,655</b>	<b>1,769,655</b>	<b>45,000</b>	<b>1,769,655</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	5,241,132	4,817,315	5,546,058	5,602,624	56,566	5,676,998	74,374
Services and Supplies	852,175	780,574	950,790	889,880	(60,910)	892,040	2,160
Other Charges	856,340	903,675	720,956	890,344	169,388	990,344	100,000
<b>Gross Appropriations</b>	<b>6,949,647</b>	<b>6,501,564</b>	<b>7,217,804</b>	<b>7,382,848</b>	<b>165,044</b>	<b>7,559,382</b>	<b>176,534</b>
Intrafund Transfers			(150,000)	(150,000)		(150,000)	
<b>TOTAL REQUIREMENTS</b>	<b>6,949,647</b>	<b>6,501,564</b>	<b>7,067,804</b>	<b>7,232,848</b>	<b>165,044</b>	<b>7,409,382</b>	<b>176,534</b>
<b>NET COUNTY COST</b>	<b>5,348,173</b>	<b>4,317,646</b>	<b>5,343,149</b>	<b>5,463,193</b>	<b>120,044</b>	<b>5,639,727</b>	<b>176,534</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	44.0	44.0	46.0	46.0		46.0	
Funded FTE	43.6	43.7	45.7	45.7		45.7	

Fish and Game (3950B)  
Fish and Game Propagation Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	1,654	2,268	1,650	950	(700)	950	
Use of Money and Property	871	778	800	400	(400)	400	
Charges for Services		28					
Miscellaneous Revenue		234					
<b>Total Revenue</b>	<b>2,525</b>	<b>3,308</b>	<b>2,450</b>	<b>1,350</b>	<b>(1,100)</b>	<b>1,350</b>	
Fund Balance	74,178	76,703	79,111	80,461	1,350	14,311	(66,150)
<b>TOTAL SOURCES</b>	<b>76,703</b>	<b>80,011</b>	<b>81,561</b>	<b>81,811</b>	<b>250</b>	<b>15,661</b>	<b>(66,150)</b>
<b>REQUIREMENTS</b>							
Services and Supplies		900	67,500	67,500		10,000	(57,500)
<b>Net Appropriations</b>		<b>900</b>	<b>67,500</b>	<b>67,500</b>		<b>10,000</b>	<b>(57,500)</b>
Non-General Fund Reserves	76,703	79,111	14,061	14,311	250	5,661	(8,650)
<b>TOTAL REQUIREMENTS</b>	<b>76,703</b>	<b>80,011</b>	<b>81,561</b>	<b>81,811</b>	<b>250</b>	<b>15,661</b>	<b>(66,150)</b>

Off-Highway Vehicle License Fees (3960B)  
Off-Highway Vehicle License Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	239						
<b>Total Revenue</b>	239						
Fund Balance	80,227	239					
<b>TOTAL SOURCES</b>	80,466	239					
<b>REQUIREMENTS</b>							
Services and Supplies	73,227	239					
Other Financing Uses	7,000						
<b>Net Appropriations</b>	80,227	239					
Non-General Fund Reserves	239						
<b>TOTAL REQUIREMENTS</b>	80,466	239					

Acquisition, Conservation and Development (3970B)  
Parks Acquisition and Development Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	37,039	24,339	25,000	20,000	(5,000)	1,000	(19,000)
Intergovernmental Revenues	448,755	343,047	1,378,000	2,403,000	1,025,000	1,285,462	(1,117,538)
Interfund Revenue		239		599,000	599,000		(599,000)
Miscellaneous Revenue	122,132	90,976		688,000	688,000		(688,000)
Other Financing Sources	7,000						
<b>Total Revenue</b>	<b>614,926</b>	<b>458,601</b>	<b>1,403,000</b>	<b>3,710,000</b>	<b>2,307,000</b>	<b>1,286,462</b>	<b>(2,423,538)</b>
Fund Balance	3,578,356	2,683,204	2,574,186	2,214,915	(359,271)	787,916	(1,426,999)
<b>TOTAL SOURCES</b>	<b>4,193,282</b>	<b>3,141,804</b>	<b>3,977,186</b>	<b>5,924,915</b>	<b>1,947,729</b>	<b>2,074,378</b>	<b>(3,850,537)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	356,428	313,634	168,000	928,000	760,000	358,000	(570,000)
Fixed Assets	42,454	24,329		3,208,999	3,208,999	381,807	(2,827,192)
Other Financing Uses	1,264,874	229,656	2,956,400	1,000,000	(1,956,400)	1,285,462	285,462
<b>Net Appropriations</b>	<b>1,663,756</b>	<b>567,618</b>	<b>3,124,400</b>	<b>5,136,999</b>	<b>2,012,599</b>	<b>2,025,269</b>	<b>(3,111,730)</b>
Non-General Fund Reserves	2,529,526	2,574,186	852,786	787,916	(64,870)	49,109	(738,807)
<b>TOTAL REQUIREMENTS</b>	<b>4,193,282</b>	<b>3,141,804</b>	<b>3,977,186</b>	<b>5,924,915</b>	<b>1,947,729</b>	<b>2,074,378</b>	<b>(3,850,537)</b>

Coyote Point Marina (3980B)  
Coyote Point Marina Operating Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	28,992	19,365	24,200	24,800	600	24,800	
Intergovernmental Revenues	162,877	186,869	1,830,000	1,830,000			(1,830,000)
Charges for Services	1,102,228	1,181,112	1,116,469	984,969	(131,500)	1,109,969	125,000
Miscellaneous Revenue		11,413					
<b>Total Revenue</b>	<b>1,294,097</b>	<b>1,398,758</b>	<b>2,970,669</b>	<b>2,839,769</b>	<b>(130,900)</b>	<b>1,134,769</b>	<b>(1,705,000)</b>
Fund Balance	1,022,936	372,002	524,861	554,586	29,725	488,759	(65,827)
<b>TOTAL SOURCES</b>	<b>2,317,033</b>	<b>1,770,760</b>	<b>3,495,530</b>	<b>3,394,355</b>	<b>(101,175)</b>	<b>1,623,528</b>	<b>(1,770,827)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	395,928	380,224	333,060	451,983	118,923	461,419	9,436
Services and Supplies	367,501	337,615	402,473	212,053	(190,420)	212,053	
Other Charges	401,615	411,492	372,861	374,560	1,699	434,560	60,000
Fixed Assets	609,111	67,992	132,000	37,000	(95,000)		(37,000)
Other Financing Uses	170,876	14,890	1,830,000	1,830,000			(1,830,000)
<b>Net Appropriations</b>	<b>1,945,032</b>	<b>1,212,213</b>	<b>3,070,394</b>	<b>2,905,596</b>	<b>(164,798)</b>	<b>1,108,032</b>	<b>(1,797,564)</b>
Non-General Fund Reserves	372,001	558,547	425,136	488,759	63,623	515,496	26,737
<b>TOTAL REQUIREMENTS</b>	<b>2,317,033</b>	<b>1,770,760</b>	<b>3,495,530</b>	<b>3,394,355</b>	<b>(101,175)</b>	<b>1,623,528</b>	<b>(1,770,827)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4.0	4.0	3.0	4.0	1.0	4.0	
Funded FTE	4.3	4.0	3.0	4.0	1.0	4.0	

County Library (3700B)  
County Library Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	18,232,579	18,448,921	17,257,980	18,655,736	1,397,756	17,611,164	(1,044,572)
Use of Money and Property	119,568	98,313	84,800	89,800	5,000	89,800	
Intergovernmental Revenues	507,046	490,928	106,450	561,900	455,450	361,900	(200,000)
Charges for Services	588,062	531,647	568,000	543,000	(25,000)	543,000	
Interfund Revenue	157,388	157,388	157,386	157,385	(1)	157,385	
Miscellaneous Revenue	481,479	537,565	356,813	557,813	201,000	357,813	(200,000)
<b>Total Revenue</b>	<b>20,086,121</b>	<b>20,264,761</b>	<b>18,531,429</b>	<b>20,565,634</b>	<b>2,034,205</b>	<b>19,121,062</b>	<b>(1,444,572)</b>
Fund Balance	11,641,652	12,471,616	13,190,699	14,875,939	1,685,240	14,875,939	
<b>TOTAL SOURCES</b>	<b>31,727,773</b>	<b>32,736,377</b>	<b>31,722,128</b>	<b>35,441,573</b>	<b>3,719,445</b>	<b>33,997,001</b>	<b>(1,444,572)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	12,603,684	12,556,615	12,528,750	12,675,374	146,624	12,769,038	93,664
Services and Supplies	12,581,674	12,794,904	13,485,062	15,208,742	1,723,680	12,282,960	(2,925,782)
Other Charges	1,383,581	1,340,802	1,385,227	1,464,697	79,470	1,464,697	
Fixed Assets	211,002	6,928		25,000	25,000	25,000	
<b>Gross Appropriations</b>	<b>26,779,940</b>	<b>26,699,249</b>	<b>27,399,039</b>	<b>29,373,813</b>	<b>1,974,774</b>	<b>26,541,695</b>	<b>(2,832,118)</b>
Intrafund Transfers	(7,523,783)	(7,153,571)	(8,199,448)	(8,491,557)	(292,109)	(7,732,625)	758,932
<b>Net Appropriations</b>	<b>19,256,157</b>	<b>19,545,678</b>	<b>19,199,591</b>	<b>20,882,256</b>	<b>1,682,665</b>	<b>18,809,070</b>	<b>(2,073,186)</b>
Contingencies/Dept Reserves	8,233,041	3,666,418	3,586,280	3,755,526	169,246	3,755,526	
Non-General Fund Reserves	4,238,575	9,524,281	8,936,257	10,803,791	1,867,534	11,432,405	628,614
<b>TOTAL REQUIREMENTS</b>	<b>31,727,773</b>	<b>32,736,377</b>	<b>31,722,128</b>	<b>35,441,573</b>	<b>3,719,445</b>	<b>33,997,001</b>	<b>(1,444,572)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	130.0	126.0	122.0	121.0	(1.0)	121.0	
Funded FTE	114.2	111.6	107.3	106.6	(0.7)	106.6	

Public Works Administrative Services (4510B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	170,027	2,134					
Charges for Services	183,314	1,220,770	1,159,376	1,142,757	(16,619)	1,148,606	5,849
Interfund Revenue	5,056,334	4,937,470	5,525,973	5,774,939	248,966	6,128,976	354,037
Miscellaneous Revenue	61,469	28,960					
Other Financing Sources	100,697	264					
<b>Total Revenue</b>	<b>5,571,841</b>	<b>6,189,599</b>	<b>6,685,349</b>	<b>6,917,696</b>	<b>232,347</b>	<b>7,277,582</b>	<b>359,886</b>
Fund Balance		104,092	127,159		(127,159)		
<b>TOTAL SOURCES</b>	<b>5,571,841</b>	<b>6,293,691</b>	<b>6,812,508</b>	<b>6,917,696</b>	<b>105,188</b>	<b>7,277,582</b>	<b>359,886</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,306,779	4,446,724	4,771,612	5,038,197	266,585	5,084,083	45,886
Services and Supplies	797,077	570,578	864,250	890,457	26,207	815,457	(75,000)
Other Charges	1,731,659	1,779,149	1,983,866	1,926,654	(57,212)	2,050,654	124,000
Fixed Assets	11,807	23,928	159,575	150,000	(9,575)	105,000	(45,000)
<b>Gross Appropriations</b>	<b>5,847,322</b>	<b>6,820,378</b>	<b>7,779,303</b>	<b>8,005,308</b>	<b>226,005</b>	<b>8,055,194</b>	<b>49,886</b>
Intrafund Transfers	(188,909)	(653,846)	(966,795)	(1,087,612)	(120,817)	(777,612)	310,000
<b>TOTAL REQUIREMENTS</b>	<b>5,658,413</b>	<b>6,166,532</b>	<b>6,812,508</b>	<b>6,917,696</b>	<b>105,188</b>	<b>7,277,582</b>	<b>359,886</b>
<b>NET COUNTY COST</b>	<b>86,572</b>	<b>(127,159)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	28.0	33.0	34.0	34.0		34.0	
Funded FTE	27.9	32.9	33.2	33.9	0.7	33.9	

Engineering Services (4600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	13,735		1,200,000	600,000	(600,000)		(600,000)
Charges for Services	39,550	45,476	30,600	45,600	15,000	41,000	(4,600)
Interfund Revenue	3,099,433	3,512,435	4,180,325	4,600,685	420,360	4,629,745	29,060
Miscellaneous Revenue	6,838	1,212	1,500	1,500		1,500	
Other Financing Sources		3,861					
<b>Total Revenue</b>	<b>3,159,557</b>	<b>3,562,984</b>	<b>5,412,425</b>	<b>5,247,785</b>	<b>(164,640)</b>	<b>4,672,245</b>	<b>(575,540)</b>
Fund Balance				297,500	297,500		(297,500)
<b>TOTAL SOURCES</b>	<b>3,159,557</b>	<b>3,562,984</b>	<b>5,412,425</b>	<b>5,545,285</b>	<b>132,860</b>	<b>4,672,245</b>	<b>(873,040)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,929,242	3,068,079	3,676,535	3,980,641	304,106	4,015,114	34,473
Services and Supplies	231,527	776,158	1,352,209	1,580,159	227,950	683,009	(897,150)
Other Charges	485,901	477,390	504,305	271,109	(233,196)	270,746	(363)
Fixed Assets		125,235	176,000	10,000	(166,000)		(10,000)
<b>Gross Appropriations</b>	<b>3,646,671</b>	<b>4,446,863</b>	<b>5,709,049</b>	<b>5,841,909</b>	<b>132,860</b>	<b>4,968,869</b>	<b>(873,040)</b>
Intrafund Transfers	(390,490)	(787,255)	(200,000)	(200,000)		(200,000)	
<b>TOTAL REQUIREMENTS</b>	<b>3,256,181</b>	<b>3,659,608</b>	<b>5,509,049</b>	<b>5,641,909</b>	<b>132,860</b>	<b>4,768,869</b>	<b>(873,040)</b>
<b>NET COUNTY COST</b>	<b>96,624</b>	<b>96,624</b>	<b>96,624</b>	<b>96,624</b>		<b>96,624</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	25.0	25.0	24.0	24.0		24.0	
Funded FTE	24.6	24.8	23.8	23.9	0.1	23.9	

Facilities Services (4730B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	552,736	554,728	565,680	727,364	161,684	729,529	2,165
Intergovernmental Revenues	2,053,275	1,247,279	1,210,000	808,608	(401,392)	808,608	
Charges for Services	385	1,190	3,000	3,000		3,000	
Interfund Revenue	6,557,374	6,896,623	5,890,146	6,851,555	961,409	6,929,385	77,830
Miscellaneous Revenue	302,405	413,242	266,700	314,100	47,400	314,100	
Other Financing Sources		5,834					
<b>Total Revenue</b>	<b>9,466,175</b>	<b>9,118,896</b>	<b>7,935,526</b>	<b>8,704,627</b>	<b>769,101</b>	<b>8,784,622</b>	<b>79,995</b>
Fund Balance			111,823		(111,823)		
<b>TOTAL SOURCES</b>	<b>9,466,175</b>	<b>9,118,896</b>	<b>8,047,349</b>	<b>8,704,627</b>	<b>657,278</b>	<b>8,784,622</b>	<b>79,995</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	11,111,914	10,775,914	10,990,937	11,452,925	461,988	11,546,010	93,085
Services and Supplies	12,722,803	12,207,963	12,256,133	12,455,955	199,822	11,716,629	(739,326)
Other Charges	2,995,014	1,845,179	1,763,092	1,707,666	(55,426)	1,707,666	
Fixed Assets		12,679					
Other Financing Uses	12,979,308	13,044,668					
<b>Gross Appropriations</b>	<b>39,809,040</b>	<b>37,886,402</b>	<b>25,010,162</b>	<b>25,616,546</b>	<b>606,384</b>	<b>24,970,305</b>	<b>(646,241)</b>
Intrafund Transfers	(29,758,083)	(28,529,542)	(16,575,751)	(16,442,728)	133,023	(15,716,492)	726,236
<b>TOTAL REQUIREMENTS</b>	<b>10,050,957</b>	<b>9,356,860</b>	<b>8,434,411</b>	<b>9,173,818</b>	<b>739,407</b>	<b>9,253,813</b>	<b>79,995</b>
<b>NET COUNTY COST</b>	<b>584,782</b>	<b>237,964</b>	<b>387,062</b>	<b>469,191</b>	<b>82,129</b>	<b>469,191</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	102.0	97.0	95.0	95.0		95.0	
Funded FTE	101.8	97.0	95.8	94.8	(1.1)	94.8	

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

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	182,661	170,307	160,000	160,000		160,000	
Use of Money and Property	340,748	318,584	193,000	301,332	108,332	301,332	
Intergovernmental Revenues	15,870,835	19,873,585	24,537,004	32,585,147	8,048,143	25,585,147	(7,000,000)
Charges for Services	344,337	330,585	285,500	642,500	357,000	642,500	
Interfund Revenue	1,604,436	1,169,470	1,066,984	591,072	(475,912)	591,072	
Miscellaneous Revenue	335,584	378,629	152,000	170,000	18,000	170,000	
<b>Total Revenue</b>	<b>18,678,600</b>	<b>22,241,159</b>	<b>26,394,488</b>	<b>34,450,051</b>	<b>8,055,563</b>	<b>27,450,051</b>	<b>(7,000,000)</b>
Fund Balance	27,103,487	26,803,156	30,172,608	30,172,608		17,726,651	(12,445,957)
<b>TOTAL SOURCES</b>	<b>45,782,087</b>	<b>49,044,315</b>	<b>56,567,096</b>	<b>64,622,659</b>	<b>8,055,563</b>	<b>45,176,702</b>	<b>(19,445,957)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	8,371,322	8,313,042	9,377,819	9,721,900	344,081	9,863,260	141,360
Services and Supplies	8,026,670	9,727,718	22,848,800	34,755,699	11,906,899	24,191,799	(10,563,900)
Other Charges	823,401	804,143	1,155,055	1,468,307	313,252	1,416,548	(51,759)
Fixed Assets	3,487,193	1,727,465	450,000	927,602	477,602	940,000	12,398
<b>Gross Appropriations</b>	<b>20,708,586</b>	<b>20,572,368</b>	<b>33,831,674</b>	<b>46,873,508</b>	<b>13,041,834</b>	<b>36,411,607</b>	<b>(10,461,901)</b>
Intrafund Transfers	(1,729,655)	(1,700,661)					
<b>Net Appropriations</b>	<b>18,978,931</b>	<b>18,871,707</b>	<b>33,831,674</b>	<b>46,873,508</b>	<b>13,041,834</b>	<b>36,411,607</b>	<b>(10,461,901)</b>
Contingencies/Dept Reserves	24,046,125	27,103,989	19,205,659	14,658,032	(4,547,627)	5,809,976	(8,848,056)
Non-General Fund Reserves	2,757,031	3,068,619	3,529,763	3,091,119	(438,644)	2,955,119	(136,000)
<b>TOTAL REQUIREMENTS</b>	<b>45,782,087</b>	<b>49,044,315</b>	<b>56,567,096</b>	<b>64,622,659</b>	<b>8,055,563</b>	<b>45,176,702</b>	<b>(19,445,957)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	75.0	75.0	76.0	77.0	1.0	77.0	
Funded FTE	75.0	75.0	76.0	77.0	1.0	77.0	

Construction Services (4740B)  
Construction Services Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	(4,829)	(1,114)					
Charges for Services	146,935	68,808	133,972	133,972		133,972	
Interfund Revenue	2,104,937	1,597,106	1,903,586	1,759,132	(144,454)	1,789,302	30,170
Miscellaneous Revenue	53,085	28,534					
<b>Total Revenue</b>	<b>2,300,128</b>	<b>1,693,334</b>	<b>2,037,558</b>	<b>1,893,104</b>	<b>(144,454)</b>	<b>1,923,274</b>	<b>30,170</b>
Fund Balance	128,354	56	24,999		(24,999)		
<b>TOTAL SOURCES</b>	<b>2,428,482</b>	<b>1,693,390</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,631,239	1,461,125	1,770,588	1,577,111	(193,477)	1,602,253	25,142
Services and Supplies	471,719	143,416	225,869	247,375	21,506	247,375	
Other Charges	325,468	63,850	66,100	68,618	2,518	73,646	5,028
<b>Net Appropriations</b>	<b>2,428,426</b>	<b>1,668,391</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
Contingencies/Dept Reserves	56	24,999					
<b>TOTAL REQUIREMENTS</b>	<b>2,428,482</b>	<b>1,693,390</b>	<b>2,062,557</b>	<b>1,893,104</b>	<b>(169,453)</b>	<b>1,923,274</b>	<b>30,170</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	16.0	13.0	11.0	(2.0)	11.0	
Funded FTE	15.8	15.9	13.0	11.0	(1.9)	11.0	

## Vehicle and Equipment Services (4760B) ALL FUNDS

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	73,798	68,281					
Charges for Services	39,578	40,508	12,000	99,256	87,256	99,256	
Interfund Revenue	6,090,877	5,646,208	6,979,069	7,058,830	79,761	6,863,152	(195,678)
Miscellaneous Revenue	167,312	116,371	118,000	118,000		118,000	
<b>Total Revenue</b>	<b>6,371,564</b>	<b>5,871,368</b>	<b>7,109,069</b>	<b>7,276,086</b>	<b>167,017</b>	<b>7,080,408</b>	<b>(195,678)</b>
Fund Balance	5,766,750	7,135,143	7,376,827	7,376,827		7,992,633	615,806
<b>TOTAL SOURCES</b>	<b>12,138,314</b>	<b>13,006,511</b>	<b>14,485,896</b>	<b>14,652,913</b>	<b>167,017</b>	<b>15,073,041</b>	<b>420,128</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,649,123	1,641,348	1,573,496	1,636,733	63,237	1,659,916	23,183
Services and Supplies	2,339,903	2,385,192	3,161,471	3,212,077	50,606	2,393,216	(818,861)
Other Charges	441,973	448,148	468,946	521,470	52,524	521,470	
Fixed Assets	570,314	1,154,996	1,905,156	1,290,000	(615,156)	2,040,000	750,000
<b>Net Appropriations</b>	<b>5,001,314</b>	<b>5,629,684</b>	<b>7,109,069</b>	<b>6,660,280</b>	<b>(448,789)</b>	<b>6,614,602</b>	<b>(45,678)</b>
Non-General Fund Reserves	7,137,000	7,376,827	7,376,827	7,992,633	615,806	8,458,439	465,806
<b>TOTAL REQUIREMENTS</b>	<b>12,138,314</b>	<b>13,006,511</b>	<b>14,485,896</b>	<b>14,652,913</b>	<b>167,017</b>	<b>15,073,041</b>	<b>420,128</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	16.0	14.0	14.0		14.0	
Funded FTE	16.0	16.0	14.0	14.0		14.0	

Waste Management (4820B)  
Special Revenue Funds

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	2,800,298	2,515,332	2,466,500	2,424,820	(41,680)	2,424,820	
Use of Money and Property	68,782	63,198	22,101	31,237	9,136	31,237	
Intergovernmental Revenues	263,157	249,310	192,021	235,000	42,979	119,750	(115,250)
Charges for Services	123,493	169,199	64,574	35,130	(29,444)	35,130	
Interfund Revenue	1,323,645	1,432,401	1,992,001	1,500,966	(491,035)	1,586,075	85,109
Miscellaneous Revenue	174,083	90,326					
<b>Total Revenue</b>	<b>4,753,458</b>	<b>4,519,766</b>	<b>4,737,197</b>	<b>4,227,153</b>	<b>(510,044)</b>	<b>4,197,012</b>	<b>(30,141)</b>
Fund Balance	3,729,554	4,779,914	5,962,432	5,842,432	(120,000)	3,919,031	(1,923,401)
<b>TOTAL SOURCES</b>	<b>8,483,011</b>	<b>9,299,680</b>	<b>10,699,629</b>	<b>10,069,585</b>	<b>(630,044)</b>	<b>8,116,043</b>	<b>(1,953,542)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,156,493	1,036,209	1,355,302	1,374,211	18,909	1,401,162	26,951
Services and Supplies	2,498,988	2,245,260	5,553,566	4,765,076	(788,490)	4,696,587	(68,489)
Other Charges	55,299	55,778	60,517	110,267	49,750	117,399	7,132
Other Financing Uses	4,092						
<b>Gross Appropriations</b>	<b>3,714,872</b>	<b>3,337,248</b>	<b>6,969,385</b>	<b>6,249,554</b>	<b>(719,831)</b>	<b>6,215,148</b>	<b>(34,406)</b>
Intrafund Transfers	(11,775)						
<b>Net Appropriations</b>	<b>3,703,097</b>	<b>3,337,248</b>	<b>6,969,385</b>	<b>6,249,554</b>	<b>(719,831)</b>	<b>6,215,148</b>	<b>(34,406)</b>
Contingencies/Dept Reserves	3,500,702	4,683,220	2,722,653	2,872,690	150,037	1,151,763	(1,720,927)
Non-General Fund Reserves	1,279,212	1,279,212	1,007,591	947,341	(60,250)	749,132	(198,209)
<b>TOTAL REQUIREMENTS</b>	<b>8,483,011</b>	<b>9,299,680</b>	<b>10,699,629</b>	<b>10,069,585</b>	<b>(630,044)</b>	<b>8,116,043</b>	<b>(1,953,542)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	9.0	9.0	9.0		9.0	
Funded FTE	8.8	8.9	8.9	9.0	0.1	9.0	

Transportation Services (4830B)  
Half-Cent Transportation Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	1,835,196	1,997,065	1,865,199	1,865,199		1,865,199	
Use of Money and Property	6,200	9,724					
Charges for Services	1,268,275	66,845	75,000	75,000		75,000	
Miscellaneous Revenue	4	(323)					
<b>Total Revenue</b>	<b>3,109,675</b>	<b>2,073,311</b>	<b>1,940,199</b>	<b>1,940,199</b>		<b>1,940,199</b>	
Fund Balance	617,513	840,564	1,365,030	1,365,030		1,365,030	
<b>TOTAL SOURCES</b>	<b>3,727,188</b>	<b>2,913,875</b>	<b>3,305,229</b>	<b>3,305,229</b>		<b>3,305,229</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,146,621	165,610	190,315	192,199	1,884	202,266	10,067
Services and Supplies	1,613,915	1,235,417	2,449,074	2,221,655	(227,419)	2,211,588	(10,067)
Other Charges	126,087	147,819	665,840	891,375	225,535	891,375	
<b>Net Appropriations</b>	<b>2,886,623</b>	<b>1,548,845</b>	<b>3,305,229</b>	<b>3,305,229</b>		<b>3,305,229</b>	
Contingencies/Dept Reserves	840,565	1,365,030					
<b>TOTAL REQUIREMENTS</b>	<b>3,727,188</b>	<b>2,913,875</b>	<b>3,305,229</b>	<b>3,305,229</b>		<b>3,305,229</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	6.0	1.0	1.0	1.0		1.0	
Funded FTE	6.0	1.0	1.0	1.0		1.0	

Utilities (4840B)  
ALL FUNDS

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	5,475,844	5,658,404	4,674,740	4,714,300	39,560	4,714,300	
Licenses, Permits and Franchises	611,431	702,497	585,865	627,706	41,841	627,706	
Use of Money and Property	453,277	413,076	243,439	241,032	(2,407)	241,032	
Intergovernmental Revenues	36,289	123,227	34,355	37,122	2,767	37,122	
Charges for Services	10,153,195	11,279,360	11,657,974	12,179,438	521,464	12,593,008	413,570
Interfund Revenue	2,441,901	4,299,389	3,358,407	4,455,995	1,097,588	3,930,466	(525,529)
Miscellaneous Revenue	95,104	166,694	7,000	12,016	5,016	9,000	(3,016)
Other Financing Sources	2,430,000	1,130,000	1,660,663	3,421,238	1,760,575	2,988,693	(432,545)
<b>Total Revenue</b>	<b>21,697,041</b>	<b>23,772,647</b>	<b>22,222,443</b>	<b>25,688,847</b>	<b>3,466,404</b>	<b>25,141,327</b>	<b>(547,520)</b>
Fund Balance	40,129,538	44,791,994	44,782,471	47,348,751	2,566,280	35,043,000	(12,305,751)
<b>TOTAL SOURCES</b>	<b>61,826,579</b>	<b>68,564,641</b>	<b>67,004,914</b>	<b>73,037,598</b>	<b>6,032,684</b>	<b>60,184,327</b>	<b>(12,853,271)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,026,854	2,217,728	2,309,916	2,460,378	150,462	2,492,611	32,233
Services and Supplies	10,406,529	14,000,619	19,232,276	21,470,623	2,238,347	21,060,216	(410,407)
Other Charges	2,017,580	2,066,134	2,046,986	3,047,476	1,000,490	1,651,450	(1,396,026)
Fixed Assets	480,373	2,742,061	7,891,716	7,534,000	(357,716)	4,100,000	(3,434,000)
Other Financing Uses	4,036,176	2,639,851	3,172,314	4,933,389	1,761,075	4,500,844	(432,545)
<b>Gross Appropriations</b>	<b>18,967,512</b>	<b>23,666,393</b>	<b>34,653,208</b>	<b>39,445,866</b>	<b>4,792,658</b>	<b>33,805,121</b>	<b>(5,640,745)</b>
Intrafund Transfers	(1,231,870)	(4,230)	(1,105,331)	(1,571,268)	(465,937)	(1,638,268)	(67,000)
<b>Net Appropriations</b>	<b>17,735,642</b>	<b>23,662,163</b>	<b>33,547,877</b>	<b>37,874,598</b>	<b>4,326,721</b>	<b>32,166,853</b>	<b>(5,707,745)</b>
Contingencies/Dept Reserves	43,482,391	44,162,426	33,254,124	34,956,022	1,701,898	27,807,467	(7,148,555)
Non-General Fund Reserves	488,546	620,051	82,913	86,978	4,065	90,007	3,029
<b>TOTAL REQUIREMENTS</b>	<b>61,706,579</b>	<b>68,444,641</b>	<b>66,884,914</b>	<b>72,917,598</b>	<b>6,032,684</b>	<b>60,064,327</b>	<b>(12,853,271)</b>
<b>NET COUNTY COST</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>	<b>(120,000)</b>		<b>(120,000)</b>	
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	16.0	16.0	17.0	1.0	17.0	
Funded FTE	15.9	15.9	16.0	17.0	1.0	17.0	

Airports (4850B)  
County Airports Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	15,500	15,500	15,500	15,500		15,500	
Use of Money and Property	2,762,262	2,577,801	2,556,572	2,498,672	(57,900)	2,540,172	41,500
Intergovernmental Revenues	836,633	229,744	2,075,540	2,448,322	372,782		(2,448,322)
Charges for Services	10,101	9,649	33,000	29,500	(3,500)	29,500	
Miscellaneous Revenue	99,166	83,148	280,000	260,000	(20,000)	60,000	(200,000)
<b>Total Revenue</b>	<b>3,723,663</b>	<b>2,915,842</b>	<b>4,960,612</b>	<b>5,251,994</b>	<b>291,382</b>	<b>2,645,172</b>	<b>(2,606,822)</b>
Fund Balance	2,293,424	2,113,848	923,444	923,444		827,388	(96,056)
<b>TOTAL SOURCES</b>	<b>6,017,087</b>	<b>5,029,690</b>	<b>5,884,056</b>	<b>6,175,438</b>	<b>291,382</b>	<b>3,472,560</b>	<b>(2,702,878)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,123,282	1,090,398	1,179,279	1,205,726	26,447	1,220,578	14,852
Services and Supplies	868,285	812,667	664,550	621,750	(42,800)	621,750	
Other Charges	1,602,540	1,749,803	705,667	735,567	29,900	735,567	
Fixed Assets	981,645	561,248	2,690,368	2,885,007	194,639	130,000	(2,755,007)
<b>Gross Appropriations</b>	<b>4,575,752</b>	<b>4,214,116</b>	<b>5,239,864</b>	<b>5,448,050</b>	<b>208,186</b>	<b>2,707,895</b>	<b>(2,740,155)</b>
Intrafund Transfers	(111,421)	(107,870)	(50,000)	(100,000)	(50,000)	(50,000)	50,000
<b>Net Appropriations</b>	<b>4,464,331</b>	<b>4,106,246</b>	<b>5,189,864</b>	<b>5,348,050</b>	<b>158,186</b>	<b>2,657,895</b>	<b>(2,690,155)</b>
Non-General Fund Reserves	1,552,756	923,444	694,192	827,388	133,196	814,665	(12,723)
<b>TOTAL REQUIREMENTS</b>	<b>6,017,087</b>	<b>5,029,690</b>	<b>5,884,056</b>	<b>6,175,438</b>	<b>291,382</b>	<b>3,472,560</b>	<b>(2,702,878)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	9.0	9.0	9.0		9.0	
Funded FTE	9.0	9.0	9.0	9.0		9.0	

Capital Projects (8500B)  
Capital Project Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	21,619	24,562					
Intergovernmental Revenues	1,190,057	946,682					
Charges for Services	2,485	1,325					
Interfund Revenue			1,022,169	960,336	(61,833)	960,336	
Miscellaneous Revenue	11,688	44,726					
Other Financing Sources	67,188,724	9,993,519	78,736,146	132,834,000	54,097,854	81,016,773	(51,817,227)
<b>Total Revenue</b>	<b>68,414,573</b>	<b>11,010,814</b>	<b>79,758,315</b>	<b>133,794,336</b>	<b>54,036,021</b>	<b>81,977,109</b>	<b>(51,817,227)</b>
Fund Balance	2,343,063	2,626,315	3,285,859	2,633,923	(651,936)	893,321	(1,740,602)
<b>TOTAL SOURCES</b>	<b>70,757,636</b>	<b>13,637,129</b>	<b>83,044,174</b>	<b>136,428,259</b>	<b>53,384,085</b>	<b>82,870,430</b>	<b>(53,557,829)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	2,222,010	164,363	2,340,000	200,000	(2,140,000)	9,500,000	9,300,000
Other Charges	155,407						
Fixed Assets	65,753,904	10,186,906	80,009,636	135,334,938	55,325,302	73,135,992	(62,198,946)
<b>Net Appropriations</b>	<b>68,131,321</b>	<b>10,351,270</b>	<b>82,349,636</b>	<b>135,534,938</b>	<b>53,185,302</b>	<b>82,635,992</b>	<b>(52,898,946)</b>
Contingencies/Dept Reserves	2,626,315	3,285,859	694,538	893,321	198,783	234,438	(658,883)
<b>TOTAL REQUIREMENTS</b>	<b>70,757,636</b>	<b>13,637,129</b>	<b>83,044,174</b>	<b>136,428,259</b>	<b>53,384,085</b>	<b>82,870,430</b>	<b>(53,557,829)</b>

Accumulated Capital Outlay Fund (8200B)  
Accumulated Capital Outlay Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	67	20					
Miscellaneous Revenue		20					
<b>Total Revenue</b>	<b>67</b>	<b>39</b>					
Fund Balance	5,748	5,814	20		(20)		
<b>TOTAL SOURCES</b>	<b>5,814</b>	<b>5,854</b>	<b>20</b>		<b>(20)</b>		
<b>REQUIREMENTS</b>							
Other Financing Uses		5,834	20		(20)		
<b>Net Appropriations</b>		<b>5,834</b>	<b>20</b>		<b>(20)</b>		
Contingencies/Dept Reserves	5,814	20					
<b>TOTAL REQUIREMENTS</b>	<b>5,814</b>	<b>5,854</b>	<b>20</b>		<b>(20)</b>		

Courthouse Construction Fund (8300B)  
 Courthouse Temporary Construction Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fines, Forfeitures and Penalties	228						
Use of Money and Property	27,609	11,347	12,000	4,500	(7,500)	4,500	
Charges for Services	1,503,420	1,199,699	1,200,000	1,050,000	(150,000)	1,050,000	
Miscellaneous Revenue	(4,935)	22,107					
<b>Total Revenue</b>	<b>1,526,321</b>	<b>1,233,152</b>	<b>1,212,000</b>	<b>1,054,500</b>	<b>(157,500)</b>	<b>1,054,500</b>	
Fund Balance	3,517,606	1,187,672	1,100,749	929,820	(170,929)	649,811	(280,009)
<b>TOTAL SOURCES</b>	<b>5,043,927</b>	<b>2,420,824</b>	<b>2,312,749</b>	<b>1,984,320</b>	<b>(328,429)</b>	<b>1,704,311</b>	<b>(280,009)</b>
<b>REQUIREMENTS</b>							
Other Charges	927,228	861,662	861,810	872,171	10,361	872,354	183
Other Financing Uses	2,929,027	458,413	465,188	462,338	(2,850)	459,726	(2,612)
<b>Net Appropriations</b>	<b>3,856,255</b>	<b>1,320,075</b>	<b>1,326,998</b>	<b>1,334,509</b>	<b>7,511</b>	<b>1,332,080</b>	<b>(2,429)</b>
Non-General Fund Reserves	1,187,672	1,100,749	985,751	649,811	(335,940)	372,231	(277,580)
<b>TOTAL REQUIREMENTS</b>	<b>5,043,927</b>	<b>2,420,824</b>	<b>2,312,749</b>	<b>1,984,320</b>	<b>(328,429)</b>	<b>1,704,311</b>	<b>(280,009)</b>

Criminal Justice Construction Fund (8400B)  
 Criminal Justice Temporary Construction Fund  
 FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	19,217	19,579	19,000	11,500	(7,500)	11,500	
Charges for Services	1,503,632	1,199,847	1,200,000	1,050,000	(150,000)	1,050,000	
Miscellaneous Revenue		3,362					
<b>Total Revenue</b>	<b>1,522,848</b>	<b>1,222,789</b>	<b>1,219,000</b>	<b>1,061,500</b>	<b>(157,500)</b>	<b>1,061,500</b>	
Fund Balance	1,089,962	1,512,811	1,635,599	1,629,375	(6,224)	1,590,875	(38,500)
<b>TOTAL SOURCES</b>	<b>2,612,810</b>	<b>2,735,599</b>	<b>2,854,599</b>	<b>2,690,875</b>	<b>(163,724)</b>	<b>2,652,375</b>	<b>(38,500)</b>
<b>REQUIREMENTS</b>							
Other Financing Uses	1,100,000	1,100,000	1,100,000	1,100,000		1,100,000	
<b>Net Appropriations</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>	<b>1,100,000</b>		<b>1,100,000</b>	
Non-General Fund Reserves	1,512,810	1,635,599	1,754,599	1,590,875	(163,724)	1,552,375	(38,500)
<b>TOTAL REQUIREMENTS</b>	<b>2,612,810</b>	<b>2,735,599</b>	<b>2,854,599</b>	<b>2,690,875</b>	<b>(163,724)</b>	<b>2,652,375</b>	<b>(38,500)</b>

Real Property Services (1220B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	351,627	452,880	261,526	249,261	(12,265)	256,460	7,199
Charges for Services	12,068	48,956	20,000	20,000		20,000	
Interfund Revenue	2,762,269	3,042,751	3,342,881	2,397,757	(945,124)	2,304,132	(93,625)
Miscellaneous Revenue	276						
<b>Total Revenue</b>	<b>3,126,240</b>	<b>3,544,586</b>	<b>3,624,407</b>	<b>2,667,018</b>	<b>(957,389)</b>	<b>2,580,592</b>	<b>(86,426)</b>
Fund Balance	94,092	355,472	841,481	581,248	(260,233)	581,248	
<b>TOTAL SOURCES</b>	<b>3,220,332</b>	<b>3,900,058</b>	<b>4,465,888</b>	<b>3,248,266</b>	<b>(1,217,622)</b>	<b>3,161,840</b>	<b>(86,426)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	598,153	567,288	617,415	608,462	(8,953)	611,220	2,758
Services and Supplies	54,717	53,511	206,683	202,359	(4,324)	199,601	(2,758)
Other Charges	14,160,172	14,218,409	15,133,784	14,171,636	(962,148)	15,134,286	962,650
<b>Gross Appropriations</b>	<b>14,813,043</b>	<b>14,839,208</b>	<b>15,957,882</b>	<b>14,982,457</b>	<b>(975,425)</b>	<b>15,945,107</b>	<b>962,650</b>
Intrafund Transfers	(11,948,182)	(11,780,630)	(11,610,781)	(11,852,978)	(242,197)	(12,902,054)	(1,049,076)
<b>Net Appropriations</b>	<b>2,864,860</b>	<b>3,058,578</b>	<b>4,347,101</b>	<b>3,129,479</b>	<b>(1,217,622)</b>	<b>3,043,053</b>	<b>(86,426)</b>
Contingencies/Dept Reserves	355,472	841,481	118,787	118,787		118,787	
<b>TOTAL REQUIREMENTS</b>	<b>3,220,332</b>	<b>3,900,058</b>	<b>4,465,888</b>	<b>3,248,266</b>	<b>(1,217,622)</b>	<b>3,161,840</b>	<b>(86,426)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4.0	4.0	4.0	4.0		4.0	
Funded FTE	4.0	4.0	4.0	4.0		4.0	

Agricultural Commissioner/Sealer (1260B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	560,398	622,073	616,391	633,391	17,000	633,391	
Fines, Forfeitures and Penalties	12,038	24,784					
Intergovernmental Revenues	2,422,653	2,431,513	2,255,515	2,250,354	(5,161)	2,250,354	
Charges for Services	158,267	165,823	182,200	182,200		182,200	
Miscellaneous Revenue	3,858	9,211	100	100		100	
<b>Total Revenue</b>	<b>3,157,213</b>	<b>3,253,404</b>	<b>3,054,206</b>	<b>3,066,045</b>	<b>11,839</b>	<b>3,066,045</b>	
Fund Balance	496,790	469,795	501,779	411,558	(90,221)	411,558	
<b>TOTAL SOURCES</b>	<b>3,654,003</b>	<b>3,723,199</b>	<b>3,555,985</b>	<b>3,477,603</b>	<b>(78,382)</b>	<b>3,477,603</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,628,499	3,658,877	3,722,706	3,782,964	60,258	3,837,726	54,762
Services and Supplies	231,465	139,192	197,627	257,642	60,015	257,023	(619)
Other Charges	667,735	570,673	615,644	538,710	(76,934)	532,953	(5,757)
Fixed Assets	6,178						
<b>Net Appropriations</b>	<b>4,533,876</b>	<b>4,368,742</b>	<b>4,535,977</b>	<b>4,579,316</b>	<b>43,339</b>	<b>4,627,702</b>	<b>48,386</b>
Contingencies/Dept Reserves	260,536	280,536	260,536	260,536		260,536	
<b>TOTAL REQUIREMENTS</b>	<b>4,794,412</b>	<b>4,649,278</b>	<b>4,796,513</b>	<b>4,839,852</b>	<b>43,339</b>	<b>4,888,238</b>	<b>48,386</b>
<b>NET COUNTY COST</b>	<b>1,140,409</b>	<b>926,079</b>	<b>1,240,528</b>	<b>1,362,249</b>	<b>121,721</b>	<b>1,410,635</b>	<b>48,386</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	30.0	30.0	30.0	30.0		30.0	
Funded FTE	29.0	28.9	28.9	28.8	(0.1)	28.8	

Public Safety Communications (1240B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	1,960,464	2,251,034	2,169,775	2,662,015	492,240	2,662,015	
Charges for Services	4,119,638	4,305,324	4,391,433	4,642,162	250,729	4,812,120	169,958
Interfund Revenue	10,151	7,951	10,607	9,239	(1,368)	9,239	
Miscellaneous Revenue	118,971	126,169	106,000	85,000	(21,000)	85,000	
<b>Total Revenue</b>	<b>6,209,223</b>	<b>6,690,479</b>	<b>6,677,815</b>	<b>7,398,416</b>	<b>720,601</b>	<b>7,568,374</b>	<b>169,958</b>
Fund Balance	834,756	737,099	181,224		(181,224)		
<b>TOTAL SOURCES</b>	<b>7,043,979</b>	<b>7,427,578</b>	<b>6,859,039</b>	<b>7,398,416</b>	<b>539,377</b>	<b>7,568,374</b>	<b>169,958</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	8,393,795	9,013,496	8,193,699	9,263,362	1,069,663	9,124,703	(138,659)
Services and Supplies	496,461	349,700	538,873	620,930	82,057	596,835	(24,095)
Other Charges	479,513	478,254	425,160	527,407	102,247	552,405	24,998
Fixed Assets	527,538					108,000	108,000
<b>Gross Appropriations</b>	<b>9,897,306</b>	<b>9,841,450</b>	<b>9,157,732</b>	<b>10,411,699</b>	<b>1,253,967</b>	<b>10,381,943</b>	<b>(29,756)</b>
Intrafund Transfers	(134,149)	(132,341)	(246,659)	(366,288)	(119,629)	(315,988)	50,300
<b>Net Appropriations</b>	<b>9,763,157</b>	<b>9,709,109</b>	<b>8,911,073</b>	<b>10,045,411</b>	<b>1,134,338</b>	<b>10,065,955</b>	<b>20,544</b>
Contingencies/Dept Reserves	650,610	149,126	380,484		(380,484)	221,258	221,258
<b>TOTAL REQUIREMENTS</b>	<b>10,413,767</b>	<b>9,858,235</b>	<b>9,291,557</b>	<b>10,045,411</b>	<b>753,854</b>	<b>10,287,213</b>	<b>241,802</b>
<b>NET COUNTY COST</b>	<b>3,369,788</b>	<b>2,430,657</b>	<b>2,432,518</b>	<b>2,646,995</b>	<b>214,477</b>	<b>2,718,839</b>	<b>71,844</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	54.0	54.0	54.0	58.0	4.0	58.0	
Funded FTE	54.0	54.0	54.0	58.0	4.0	58.0	

Structural Fire (3550B)  
Structural Fire Protection Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	4,506,574	4,720,322	4,444,386	4,847,249	402,863	4,944,194	96,945
Use of Money and Property	53,057	41,274	42,000	42,000		42,000	
Intergovernmental Revenues	32,894	33,871	29,691	29,691		29,691	
Charges for Services	279,159	286,854	275,000	290,000	15,000	290,000	
Interfund Revenue	1,050,791	1,869,165					
Miscellaneous Revenue	24,578	102,535	18,683	18,683		18,683	
Other Financing Sources			1,253,000	1,389,570	136,570	1,389,570	
<b>Total Revenue</b>	<b>5,947,053</b>	<b>7,054,020</b>	<b>6,062,760</b>	<b>6,617,193</b>	<b>554,433</b>	<b>6,714,138</b>	<b>96,945</b>
Fund Balance	318,763	191,939	1,579,410	1,579,410		1,579,410	
<b>TOTAL SOURCES</b>	<b>6,265,815</b>	<b>7,245,959</b>	<b>7,642,170</b>	<b>8,196,603</b>	<b>554,433</b>	<b>8,293,548</b>	<b>96,945</b>
<b>REQUIREMENTS</b>							
Services and Supplies	6,073,876	5,666,550	6,254,699	6,809,132	554,433	6,809,132	
<b>Net Appropriations</b>	<b>6,073,876</b>	<b>5,666,550</b>	<b>6,254,699</b>	<b>6,809,132</b>	<b>554,433</b>	<b>6,809,132</b>	
Non-General Fund Reserves	191,939	1,579,410	1,387,471	1,387,471		1,484,416	96,945
<b>TOTAL REQUIREMENTS</b>	<b>6,265,815</b>	<b>7,245,959</b>	<b>7,642,170</b>	<b>8,196,603</b>	<b>554,433</b>	<b>8,293,548</b>	<b>96,945</b>

Fire Protection Services (3580B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Interfund Revenue	6,073,876	5,666,550	6,254,699	6,809,132	554,433	6,809,132	
Miscellaneous Revenue	2,918	8,895		2,600	2,600	2,600	
<b>TOTAL SOURCES</b>	<b>6,076,794</b>	<b>5,675,445</b>	<b>6,254,699</b>	<b>6,811,732</b>	<b>557,033</b>	<b>6,811,732</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	144	378	1,982	1,982		1,982	
Services and Supplies	5,898,057	5,517,597	6,033,855	6,545,802	511,947	6,545,802	
Other Charges	151,148	152,464	168,862	163,948	(4,914)	163,948	
Fixed Assets	27,445	5,007	50,000	100,000	50,000	100,000	
<b>TOTAL REQUIREMENTS</b>	<b>6,076,794</b>	<b>5,675,445</b>	<b>6,254,699</b>	<b>6,811,732</b>	<b>557,033</b>	<b>6,811,732</b>	

County Service Area #1 (3560B)  
County Service Area #1 Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	2,105,022	2,125,945	2,080,224	2,260,022	179,798	2,305,222	45,200
Use of Money and Property	16,874	16,394	15,000	14,500	(500)	14,500	
Intergovernmental Revenues	13,963	13,885	13,215	13,500	285	13,500	
Charges for Services	91,720	91,974	93,000	93,925	925	93,925	
Miscellaneous Revenue		10,312		4,000	4,000	4,000	
<b>Total Revenue</b>	<b>2,227,579</b>	<b>2,258,511</b>	<b>2,201,439</b>	<b>2,385,947</b>	<b>184,508</b>	<b>2,431,147</b>	<b>45,200</b>
Fund Balance	1,482,989	1,600,567	1,831,971	1,774,195	(57,776)	1,774,195	
<b>TOTAL SOURCES</b>	<b>3,710,568</b>	<b>3,859,078</b>	<b>4,033,410</b>	<b>4,160,142</b>	<b>126,732</b>	<b>4,205,342</b>	<b>45,200</b>
<b>REQUIREMENTS</b>							
Services and Supplies	2,109,974	2,027,050	2,259,034	2,385,787	126,753	2,430,987	45,200
Other Charges	27	56	181	160	(21)	160	
<b>Net Appropriations</b>	<b>2,110,001</b>	<b>2,027,106</b>	<b>2,259,215</b>	<b>2,385,947</b>	<b>126,732</b>	<b>2,431,147</b>	<b>45,200</b>
Non-General Fund Reserves	1,600,567	1,831,973	1,774,195	1,774,195		1,774,195	
<b>TOTAL REQUIREMENTS</b>	<b>3,710,568</b>	<b>3,859,078</b>	<b>4,033,410</b>	<b>4,160,142</b>	<b>126,732</b>	<b>4,205,342</b>	<b>45,200</b>

## Housing and Community Development (7920P) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	5,787,951	3,105,329	3,670,786	7,944,436	4,273,650	7,944,436	
Charges for Services		90,790	233,763	173,000	(60,763)	173,000	
Interfund Revenue		3,262,023	3,160,642	581,762	(2,578,880)	751,555	169,793
Miscellaneous Revenue	939,155	833,321	777,960	818,152	40,192	818,152	
<b>Total Revenue</b>	<b>6,727,105</b>	<b>7,291,464</b>	<b>7,843,151</b>	<b>9,517,350</b>	<b>1,674,199</b>	<b>9,687,143</b>	<b>169,793</b>
Fund Balance	9,045						
<b>TOTAL SOURCES</b>	<b>6,736,150</b>	<b>7,291,464</b>	<b>7,843,151</b>	<b>9,517,350</b>	<b>1,674,199</b>	<b>9,687,143</b>	<b>169,793</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,918,526	1,783,246	1,715,135	1,692,836	(22,299)	1,708,042	15,206
Services and Supplies	369,464	205,149	646,542	544,504	(102,038)	444,504	(100,000)
Other Charges	4,553,161	5,423,069	5,544,570	7,697,891	2,153,321	7,697,891	
<b>Gross Appropriations</b>	<b>6,841,151</b>	<b>7,411,464</b>	<b>7,906,247</b>	<b>9,935,231</b>	<b>2,028,984</b>	<b>9,850,437</b>	<b>(84,794)</b>
Intrafund Transfers			(100,000)	(100,000)			100,000
<b>Net Appropriations</b>	<b>6,841,151</b>	<b>7,411,464</b>	<b>7,806,247</b>	<b>9,835,231</b>	<b>2,028,984</b>	<b>9,850,437</b>	<b>15,206</b>
Contingencies/Dept Reserves			36,904	36,904		36,904	
<b>TOTAL REQUIREMENTS</b>	<b>6,841,151</b>	<b>7,411,464</b>	<b>7,843,151</b>	<b>9,872,135</b>	<b>2,028,984</b>	<b>9,887,341</b>	<b>15,206</b>
<b>NET COUNTY COST</b>	<b>105,000</b>	<b>120,000</b>		<b>354,785</b>	<b>354,785</b>	<b>200,198</b>	<b>(154,587)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	14.0	14.0	11.0	11.0		11.0	
Funded FTE	13.7	13.8	10.8	11.0	0.2	11.0	

Housing Authority (7930P)  
Housing Authority Fund (Information Only)

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	1,412,705	1,873,843	1,312,783	3,250,555	1,937,772	3,250,555	
Intergovernmental Revenues	70,793,612	74,108,519	72,464,335	69,727,615	(2,736,720)	69,811,254	83,639
Miscellaneous Revenue	263,142	261,140	250,000	231,528	(18,472)	231,528	
<b>TOTAL SOURCES</b>	<b>72,469,459</b>	<b>76,243,502</b>	<b>74,027,118</b>	<b>73,209,698</b>	<b>(817,420)</b>	<b>73,293,337</b>	<b>83,639</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	4,706,509	4,577,595	4,650,300	4,567,721	(82,579)	4,651,360	83,639
Services and Supplies	2,430,907	2,463,890	2,920,600	2,224,888	(695,712)	2,224,888	
Other Charges	64,853,581	69,202,017	66,206,218	66,417,089	210,871	66,417,089	
Fixed Assets	478,462		250,000		(250,000)		
<b>TOTAL REQUIREMENTS</b>	<b>72,469,459</b>	<b>76,243,502</b>	<b>74,027,118</b>	<b>73,209,698</b>	<b>(817,420)</b>	<b>73,293,337</b>	<b>83,639</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	46.0	46.0	46.0	45.0	(1.0)	45.0	
Funded FTE	46.0	46.0	46.0	45.0	(1.0)	45.0	

Board of Supervisors (1100B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Miscellaneous Revenue	689	3,656					
<b>Total Revenue</b>	689	3,656					
Fund Balance		452,670	452,670	481,637	28,967	471,766	(9,871)
<b>TOTAL SOURCES</b>	689	456,326	452,670	481,637	28,967	471,766	(9,871)
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,692,732	2,809,563	3,255,695	3,377,630	121,935	3,437,115	59,485
Services and Supplies	190,311	206,804	372,285	406,285	34,000	378,753	(27,532)
Other Charges	182,981	180,642	202,005	271,435	69,430	271,435	
<b>TOTAL REQUIREMENTS</b>	3,066,024	3,197,010	3,829,985	4,055,350	225,365	4,087,303	31,953
<b>NET COUNTY COST</b>	3,065,336	2,740,684	3,377,315	3,573,713	196,398	3,615,537	41,824
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	20.0	20.0	20.0	20.0		20.0	
Funded FTE	20.0	20.0	20.0	20.0		20.0	

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

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	10,398	8,899					
Intergovernmental Revenues	395,856	227,571	3,097,180	280,000	(2,817,180)	216,742	(63,258)
Charges for Services	95,178	76,159	55,250	55,250		55,250	
Interfund Revenue	47,729	75,384	15,000	15,000		15,000	
Miscellaneous Revenue	135,504	434,974	23,000	20,000	(3,000)	20,000	
Other Financing Sources	4,960	2,099					
<b>Total Revenue</b>	<b>689,625</b>	<b>825,086</b>	<b>3,190,430</b>	<b>370,250</b>	<b>(2,820,180)</b>	<b>306,992</b>	<b>(63,258)</b>
Fund Balance	2,336,245	2,007,660	1,007,662	200,000	(807,662)	139,754	(60,246)
<b>TOTAL SOURCES</b>	<b>3,025,870</b>	<b>2,832,746</b>	<b>4,198,092</b>	<b>570,250</b>	<b>(3,627,842)</b>	<b>446,746</b>	<b>(123,504)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	5,440,157	5,696,234	4,353,201	4,786,878	433,677	4,768,086	(18,792)
Services and Supplies	1,598,443	1,822,677	4,315,021	1,593,279	(2,721,742)	1,555,107	(38,172)
Other Charges	995,865	865,111	734,410	770,888	36,478	757,397	(13,491)
Fixed Assets	10,438		15,000		(15,000)		
<b>Gross Appropriations</b>	<b>8,044,902</b>	<b>8,384,022</b>	<b>9,417,632</b>	<b>7,151,045</b>	<b>(2,266,587)</b>	<b>7,080,590</b>	<b>(70,455)</b>
Intrafund Transfers	(422,542)	(324,327)	(282,801)	(232,801)	50,000	(232,801)	
<b>Net Appropriations</b>	<b>7,622,360</b>	<b>8,059,695</b>	<b>9,134,831</b>	<b>6,918,244</b>	<b>(2,216,587)</b>	<b>6,847,789</b>	<b>(70,455)</b>
Contingencies/Dept Reserves	1,667,438	329,884	220,000	160,000	(60,000)	160,000	
<b>TOTAL REQUIREMENTS</b>	<b>9,289,798</b>	<b>8,389,579</b>	<b>9,354,831</b>	<b>7,078,244</b>	<b>(2,276,587)</b>	<b>7,007,789</b>	<b>(70,455)</b>
<b>NET COUNTY COST</b>	<b>6,263,928</b>	<b>5,556,833</b>	<b>5,156,739</b>	<b>6,507,994</b>	<b>1,351,255</b>	<b>6,561,043</b>	<b>53,049</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	38.0	38.0	21.0	21.0		21.0	
Funded FTE	38.0	38.0	22.0	21.0	(1.0)	21.0	

County Management (1210P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	14,676	60					
Interfund Revenue	(17,509)		15,000	15,000		15,000	
Miscellaneous Revenue	7,352	8,368					
<b>Total Revenue</b>	<b>4,520</b>	<b>8,428</b>	<b>15,000</b>	<b>15,000</b>		<b>15,000</b>	
Fund Balance	2,060,287	1,875,254	921,551	200,000	(721,551)	139,754	(60,246)
<b>TOTAL SOURCES</b>	<b>2,064,807</b>	<b>1,883,682</b>	<b>936,551</b>	<b>215,000</b>	<b>(721,551)</b>	<b>154,754</b>	<b>(60,246)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	3,364,465	3,834,131	3,761,348	3,862,553	101,205	3,882,715	20,162
Services and Supplies	216,199	219,444	460,858	714,951	254,093	677,851	(37,100)
Other Charges	407,555	392,440	407,990	438,048	30,058	425,743	(12,305)
Fixed Assets	10,438		15,000		(15,000)		
<b>Gross Appropriations</b>	<b>3,998,656</b>	<b>4,446,015</b>	<b>4,645,196</b>	<b>5,015,552</b>	<b>370,356</b>	<b>4,986,309</b>	<b>(29,243)</b>
Intrafund Transfers	(152,801)	(157,116)	(232,801)	(192,801)	40,000	(192,801)	
<b>Net Appropriations</b>	<b>3,845,855</b>	<b>4,288,899</b>	<b>4,412,395</b>	<b>4,822,751</b>	<b>410,356</b>	<b>4,793,508</b>	<b>(29,243)</b>
Contingencies/Dept Reserves	1,511,545	270,534	205,000	145,000	(60,000)	145,000	
<b>TOTAL REQUIREMENTS</b>	<b>5,357,400</b>	<b>4,559,433</b>	<b>4,617,395</b>	<b>4,967,751</b>	<b>350,356</b>	<b>4,938,508</b>	<b>(29,243)</b>
<b>NET COUNTY COST</b>	<b>3,292,594</b>	<b>2,675,751</b>	<b>3,680,844</b>	<b>4,752,751</b>	<b>1,071,907</b>	<b>4,783,754</b>	<b>31,003</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	18.0	19.0	17.0	16.0	(1.0)	16.0	
Funded FTE	18.0	19.0	18.0	16.0	(2.0)	16.0	

Clerk of the Board (1215P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues				25,000	25,000	25,000	
Charges for Services	53,864	69,243	55,250	55,250		55,250	
Miscellaneous Revenue	300	13,797					
<b>Total Revenue</b>	<b>54,164</b>	<b>83,039</b>	<b>55,250</b>	<b>80,250</b>	<b>25,000</b>	<b>80,250</b>	
Fund Balance	155,893	132,406	86,111		(86,111)		
<b>TOTAL SOURCES</b>	<b>210,057</b>	<b>215,445</b>	<b>141,361</b>	<b>80,250</b>	<b>(61,111)</b>	<b>80,250</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	376,756	302,203	381,395	447,581	66,186	454,490	6,909
Services and Supplies	73,450	154,319	173,878	354,678	180,800	367,278	12,600
Other Charges	33,625	28,211	22,840	24,260	1,420	23,074	(1,186)
<b>Net Appropriations</b>	<b>483,831</b>	<b>484,733</b>	<b>578,113</b>	<b>826,519</b>	<b>248,406</b>	<b>844,842</b>	<b>18,323</b>
Contingencies/Dept Reserves	155,893	59,350	15,000	15,000		15,000	
<b>TOTAL REQUIREMENTS</b>	<b>639,724</b>	<b>544,083</b>	<b>593,113</b>	<b>841,519</b>	<b>248,406</b>	<b>859,842</b>	<b>18,323</b>
<b>NET COUNTY COST</b>	<b>429,667</b>	<b>328,638</b>	<b>451,752</b>	<b>761,269</b>	<b>309,517</b>	<b>779,592</b>	<b>18,323</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	3.0	3.0	3.0	3.0		3.0	
Funded FTE	3.0	3.0	3.0	3.0		3.0	

Special Projects and Grants (1217P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	395,856	227,571	3,097,180	255,000	(2,842,180)	191,742	(63,258)
Interfund Revenue	(15,000)	15,000					
Miscellaneous Revenue	39,994	258,634	23,000	20,000	(3,000)	20,000	
<b>Total Revenue</b>	<b>420,851</b>	<b>501,205</b>	<b>3,120,180</b>	<b>275,000</b>	<b>(2,845,180)</b>	<b>211,742</b>	<b>(63,258)</b>
Fund Balance	88,000						
<b>TOTAL SOURCES</b>	<b>508,851</b>	<b>501,205</b>	<b>3,120,180</b>	<b>275,000</b>	<b>(2,845,180)</b>	<b>211,742</b>	<b>(63,258)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	363,027	267,278	210,458	476,744	266,286	430,881	(45,863)
Services and Supplies	1,020,030	1,303,859	3,680,285	523,650	(3,156,635)	509,978	(13,672)
Other Charges	322,101	217,824	303,580	308,580	5,000	308,580	
<b>Gross Appropriations</b>	<b>1,705,158</b>	<b>1,788,962</b>	<b>4,194,323</b>	<b>1,308,974</b>	<b>(2,885,349)</b>	<b>1,249,439</b>	<b>(59,535)</b>
Intrafund Transfers			(50,000)	(40,000)	10,000	(40,000)	
<b>TOTAL REQUIREMENTS</b>	<b>1,705,158</b>	<b>1,788,962</b>	<b>4,144,323</b>	<b>1,268,974</b>	<b>(2,875,349)</b>	<b>1,209,439</b>	<b>(59,535)</b>
<b>NET COUNTY COST</b>	<b>1,196,307</b>	<b>1,287,757</b>	<b>1,024,143</b>	<b>993,974</b>	<b>(30,169)</b>	<b>997,697</b>	<b>3,723</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	4.0	4.0	1.0	2.0	1.0	2.0	
Funded FTE	4.0	4.0	1.0	2.0	1.0	2.0	

Shared Services (1250P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	10,398	8,899					
Charges for Services	26,638	6,856					
Interfund Revenue	80,238	60,384					
Miscellaneous Revenue	87,857	154,176					
Other Financing Sources	4,960	2,099					
<b>Total Revenue</b>	<b>210,091</b>	<b>232,414</b>					
Fund Balance	32,065						
<b>TOTAL SOURCES</b>	<b>242,156</b>	<b>232,414</b>					
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,335,909	1,292,623					
Services and Supplies	288,764	145,054					
Other Charges	232,583	226,635					
<b>Gross Appropriations</b>	<b>1,857,257</b>	<b>1,664,313</b>					
Intrafund Transfers	(269,741)	(167,212)					
<b>TOTAL REQUIREMENTS</b>	<b>1,587,516</b>	<b>1,497,101</b>					
<b>NET COUNTY COST</b>	<b>1,345,360</b>	<b>1,264,687</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	13.0	12.0					
Funded FTE	13.0	12.0					

Assessor-County Clerk-Recorder (1300B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	491,391	11,239	8,600	23,000	14,400	21,000	(2,000)
Charges for Services	9,171,873	10,076,852	9,940,109	11,132,722	1,192,613	8,968,592	(2,164,130)
Miscellaneous Revenue	54,386	109,133	39,000	25,800	(13,200)	17,000	(8,800)
<b>Total Revenue</b>	<b>9,717,649</b>	<b>10,197,224</b>	<b>9,987,709</b>	<b>11,181,522</b>	<b>1,193,813</b>	<b>9,006,592</b>	<b>(2,174,930)</b>
Fund Balance	1,556,215	1,897,548	2,188,293	2,335,895	147,602	1,324,976	(1,010,919)
<b>TOTAL SOURCES</b>	<b>11,273,864</b>	<b>12,094,772</b>	<b>12,176,002</b>	<b>13,517,417</b>	<b>1,341,415</b>	<b>10,331,568</b>	<b>(3,185,849)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	13,962,264	14,103,854	15,328,603	16,910,406	1,581,803	16,427,726	(482,680)
Services and Supplies	3,721,169	3,987,536	3,910,045	5,415,037	1,504,992	3,863,345	(1,551,692)
Other Charges	2,185,951	2,067,748	2,139,767	1,742,614	(397,153)	1,718,464	(24,150)
Fixed Assets	55,972		374,080	300,000	(74,080)		(300,000)
<b>Gross Appropriations</b>	<b>19,925,357</b>	<b>20,159,138</b>	<b>21,752,495</b>	<b>24,368,057</b>	<b>2,615,562</b>	<b>22,009,535</b>	<b>(2,358,522)</b>
Intrafund Transfers	(1,348,138)	(1,791,736)	(2,223,000)	(2,289,000)	(66,000)	(2,979,000)	(690,000)
<b>Net Appropriations</b>	<b>18,577,218</b>	<b>18,367,402</b>	<b>19,529,495</b>	<b>22,079,057</b>	<b>2,549,562</b>	<b>19,030,535</b>	<b>(3,048,522)</b>
Contingencies/Dept Reserves	689,203	826,373	1,469,325	716,927	(752,398)	716,927	
<b>TOTAL REQUIREMENTS</b>	<b>19,266,421</b>	<b>19,193,775</b>	<b>20,998,820</b>	<b>22,795,984</b>	<b>1,797,164</b>	<b>19,747,462</b>	<b>(3,048,522)</b>
<b>NET COUNTY COST</b>	<b>7,992,557</b>	<b>7,099,003</b>	<b>8,822,818</b>	<b>9,278,567</b>	<b>455,749</b>	<b>9,415,894</b>	<b>137,327</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	114.0	112.0	117.0	117.0		117.0	
Funded FTE	113.4	111.5	114.4	116.9	2.6	116.9	

Appraisal Services (1310P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	3,987,420	3,841,633	3,891,806	3,895,806	4,000	3,976,787	80,981
Miscellaneous Revenue	17,369	76,760	2,000	4,000	2,000	4,000	
<b>Total Revenue</b>	<b>4,004,789</b>	<b>3,918,392</b>	<b>3,893,806</b>	<b>3,899,806</b>	<b>6,000</b>	<b>3,980,787</b>	<b>80,981</b>
Fund Balance	1,350,115	1,452,391	2,188,293	2,335,895	147,602	1,324,976	(1,010,919)
<b>TOTAL SOURCES</b>	<b>5,354,904</b>	<b>5,370,783</b>	<b>6,082,099</b>	<b>6,235,701</b>	<b>153,602</b>	<b>5,305,763</b>	<b>(929,938)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	8,328,740	8,401,109	8,979,194	10,000,708	1,021,514	10,124,292	123,584
Services and Supplies	518,766	737,323	917,808	1,127,698	209,890	601,280	(526,418)
Other Charges	1,191,148	1,197,885	1,179,880	1,018,201	(161,679)	1,022,598	4,397
<b>Net Appropriations</b>	<b>10,038,654</b>	<b>10,336,317</b>	<b>11,076,882</b>	<b>12,146,607</b>	<b>1,069,725</b>	<b>11,748,170</b>	<b>(398,437)</b>
Contingencies/Dept Reserves	449,203	586,373	1,229,325	476,927	(752,398)	476,927	
<b>TOTAL REQUIREMENTS</b>	<b>10,487,857</b>	<b>10,922,690</b>	<b>12,306,207</b>	<b>12,623,534</b>	<b>317,327</b>	<b>12,225,097</b>	<b>(398,437)</b>
<b>NET COUNTY COST</b>	<b>5,132,953</b>	<b>5,551,907</b>	<b>6,224,108</b>	<b>6,387,833</b>	<b>163,725</b>	<b>6,919,334</b>	<b>531,501</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	74.0	72.0	77.0	77.0		77.0	
Funded FTE	73.4	71.7	74.4	76.9	2.5	76.9	

Administration and Support (1320P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services			434,952	205,857	(229,095)	206,319	462
Miscellaneous Revenue	1,302	403					
<b>TOTAL SOURCES</b>	<b>1,302</b>	<b>403</b>	<b>434,952</b>	<b>205,857</b>	<b>(229,095)</b>	<b>206,319</b>	<b>462</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,228,163	1,110,146	1,230,431	1,340,292	109,861	1,356,005	15,713
Services and Supplies	18,541	15,930	32,586	36,086	3,500	40,782	4,696
Other Charges	6,025	6,023	81,339	5,300	(76,039)	5,300	
<b>TOTAL REQUIREMENTS</b>	<b>1,252,729</b>	<b>1,132,099</b>	<b>1,344,356</b>	<b>1,381,678</b>	<b>37,322</b>	<b>1,402,087</b>	<b>20,409</b>
<b>NET COUNTY COST</b>	<b>1,251,427</b>	<b>1,131,696</b>	<b>909,404</b>	<b>1,175,821</b>	<b>266,417</b>	<b>1,195,768</b>	<b>19,947</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	8.0	7.0	8.0	8.0		8.0	
Funded FTE	8.0	7.0	7.8	8.0	0.3	8.0	

Elections (1330P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues	491,391	11,239	8,600	23,000	14,400	21,000	(2,000)
Charges for Services	1,589,441	2,263,461	1,027,850	2,149,000	1,121,150	40,000	(2,109,000)
Miscellaneous Revenue	24,044	21,675	35,000	19,800	(15,200)	11,000	(8,800)
<b>Total Revenue</b>	<b>2,104,876</b>	<b>2,296,374</b>	<b>1,071,450</b>	<b>2,191,800</b>	<b>1,120,350</b>	<b>72,000</b>	<b>(2,119,800)</b>
Fund Balance	202,100	445,157					
<b>TOTAL SOURCES</b>	<b>2,306,976</b>	<b>2,741,531</b>	<b>1,071,450</b>	<b>2,191,800</b>	<b>1,120,350</b>	<b>72,000</b>	<b>(2,119,800)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,362,804	2,679,297	3,116,091	3,474,477	358,386	2,869,558	(604,919)
Services and Supplies	2,657,523	2,916,266	2,284,835	3,146,690	861,855	2,400,433	(746,257)
Other Charges	252,264	243,855	260,037	241,562	(18,475)	205,509	(36,053)
Fixed Assets	55,972			300,000	300,000		(300,000)
<b>Gross Appropriations</b>	<b>5,328,563</b>	<b>5,839,417</b>	<b>5,660,963</b>	<b>7,162,729</b>	<b>1,501,766</b>	<b>5,475,500</b>	<b>(1,687,229)</b>
Intrafund Transfers	(1,348,138)	(1,791,736)	(2,223,000)	(2,289,000)	(66,000)	(2,979,000)	(690,000)
<b>TOTAL REQUIREMENTS</b>	<b>3,980,425</b>	<b>4,047,682</b>	<b>3,437,963</b>	<b>4,873,729</b>	<b>1,435,766</b>	<b>2,496,500</b>	<b>(2,377,229)</b>
<b>NET COUNTY COST</b>	<b>1,673,449</b>	<b>1,306,151</b>	<b>2,366,513</b>	<b>2,681,929</b>	<b>315,416</b>	<b>2,424,500</b>	<b>(257,429)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	11.0	12.0	12.0	12.0		12.0	
Funded FTE	11.0	11.8	12.0	12.0		12.0	

County Clerk-Recorder (1340P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	3,595,011	3,971,759	4,585,501	4,882,059	296,558	4,745,486	(136,573)
Miscellaneous Revenue	11,670	10,295	2,000	2,000		2,000	
<b>Total Revenue</b>	<b>3,606,682</b>	<b>3,982,054</b>	<b>4,587,501</b>	<b>4,884,059</b>	<b>296,558</b>	<b>4,747,486</b>	<b>(136,573)</b>
Fund Balance	4,000						
<b>TOTAL SOURCES</b>	<b>3,610,682</b>	<b>3,982,054</b>	<b>4,587,501</b>	<b>4,884,059</b>	<b>296,558</b>	<b>4,747,486</b>	<b>(136,573)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,042,556	1,913,302	2,002,887	2,094,929	92,042	2,077,871	(17,058)
Services and Supplies	526,340	318,017	674,816	1,104,563	429,747	820,850	(283,713)
Other Charges	736,514	619,985	618,511	477,551	(140,960)	485,057	7,506
Fixed Assets			374,080		(374,080)		
<b>Net Appropriations</b>	<b>3,305,410</b>	<b>2,851,304</b>	<b>3,670,294</b>	<b>3,677,043</b>	<b>6,749</b>	<b>3,383,778</b>	<b>(293,265)</b>
Contingencies/Dept Reserves	240,000	240,000	240,000	240,000		240,000	
<b>TOTAL REQUIREMENTS</b>	<b>3,545,410</b>	<b>3,091,304</b>	<b>3,910,294</b>	<b>3,917,043</b>	<b>6,749</b>	<b>3,623,778</b>	<b>(293,265)</b>
<b>NET COUNTY COST</b>	<b>(65,272)</b>	<b>(890,749)</b>	<b>(677,207)</b>	<b>(967,016)</b>	<b>(289,809)</b>	<b>(1,123,708)</b>	<b>(156,692)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	21.0	21.0	20.0	20.0		20.0	
Funded FTE	21.0	21.0	20.2	20.0	(0.2)	20.0	

Controller's Office (1400B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	10	781					
Intergovernmental Revenues		490,659		250,000	250,000	250,000	
Charges for Services	1,442,495	1,436,949	1,593,631	1,467,476	(126,155)	1,409,506	(57,970)
Interfund Revenue	179,590	94,545	116,723	1,710	(115,013)	1,210	(500)
Miscellaneous Revenue	133,164	12,640		2,000	2,000	2,000	
<b>Total Revenue</b>	<b>1,755,260</b>	<b>2,035,574</b>	<b>1,710,354</b>	<b>1,721,186</b>	<b>10,832</b>	<b>1,662,716</b>	<b>(58,470)</b>
Fund Balance	1,295,954	1,612,514	1,962,495	1,545,092	(417,403)	1,369,783	(175,309)
<b>TOTAL SOURCES</b>	<b>3,051,214</b>	<b>3,648,088</b>	<b>3,672,849</b>	<b>3,266,278</b>	<b>(406,571)</b>	<b>3,032,499</b>	<b>(233,779)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	5,429,038	5,435,380	5,871,227	5,972,008	100,781	5,910,585	(61,423)
Services and Supplies	218,498	18,562	362,895	819,674	456,779	705,873	(113,801)
Other Charges	1,832,014	2,193,616	2,704,284	2,157,322	(546,962)	2,148,989	(8,333)
Fixed Assets		34,472					
<b>Gross Appropriations</b>	<b>7,479,551</b>	<b>7,682,030</b>	<b>8,938,406</b>	<b>8,949,004</b>	<b>10,598</b>	<b>8,765,447</b>	<b>(183,557)</b>
Intrafund Transfers		(22,965)	(58,793)	(255,839)	(197,046)	(255,839)	
<b>Net Appropriations</b>	<b>7,479,551</b>	<b>7,659,065</b>	<b>8,879,613</b>	<b>8,693,165</b>	<b>(186,448)</b>	<b>8,509,608</b>	<b>(183,557)</b>
Contingencies/Dept Reserves	1,041,790	1,119,921	1,000,471	979,430	(21,041)	979,430	
<b>TOTAL REQUIREMENTS</b>	<b>8,521,341</b>	<b>8,778,986</b>	<b>9,880,084</b>	<b>9,672,595</b>	<b>(207,489)</b>	<b>9,489,038</b>	<b>(183,557)</b>
<b>NET COUNTY COST</b>	<b>5,470,127</b>	<b>5,130,898</b>	<b>6,207,235</b>	<b>6,406,317</b>	<b>199,082</b>	<b>6,456,539</b>	<b>50,222</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	42.0	43.0	42.0	42.0		42.0	
Funded FTE	42.0	42.5	41.9	42.0	0.1	42.0	

Administration (1411P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues		34,862					
Charges for Services	35,389						
Interfund Revenue				1,710	1,710	1,210	(500)
Miscellaneous Revenue	17,924						
<b>Total Revenue</b>	<b>53,313</b>	<b>34,862</b>		<b>1,710</b>	<b>1,710</b>	<b>1,210</b>	<b>(500)</b>
Fund Balance	492,144	493,442	533,749	746,070	212,321	570,761	(175,309)
<b>TOTAL SOURCES</b>	<b>545,457</b>	<b>528,304</b>	<b>533,749</b>	<b>747,780</b>	<b>214,031</b>	<b>571,971</b>	<b>(175,809)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,165,720	1,021,510	873,596	1,043,695	170,099	935,014	(108,681)
Services and Supplies	169,283	128,467	142,947	143,106	159	135,261	(7,845)
Other Charges	550,968	511,653	60,310	182,764	122,454	172,163	(10,601)
<b>Net Appropriations</b>	<b>1,885,971</b>	<b>1,661,630</b>	<b>1,076,853</b>	<b>1,369,565</b>	<b>292,712</b>	<b>1,242,438</b>	<b>(127,127)</b>
Contingencies/Dept Reserves	237,980	223,074	312,094	287,094	(25,000)	287,094	
<b>TOTAL REQUIREMENTS</b>	<b>2,123,951</b>	<b>1,884,704</b>	<b>1,388,947</b>	<b>1,656,659</b>	<b>267,712</b>	<b>1,529,532</b>	<b>(127,127)</b>
<b>NET COUNTY COST</b>	<b>1,578,493</b>	<b>1,356,400</b>	<b>855,198</b>	<b>908,879</b>	<b>53,681</b>	<b>957,561</b>	<b>48,682</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	7.0	6.0	5.0	5.0		5.0	
Funded FTE	7.0	5.8	4.9	5.0	0.1	5.0	

Internal Audit (1421P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues		347,858					
Charges for Services	42,146	43,410	53,348	13,028	(40,320)	15,058	2,030
Interfund Revenue	87,608	80,474	80,549		(80,549)		
Miscellaneous Revenue	12,391	5,915					
<b>TOTAL SOURCES</b>	<b>142,145</b>	<b>477,657</b>	<b>133,897</b>	<b>13,028</b>	<b>(120,869)</b>	<b>15,058</b>	<b>2,030</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,300,187	1,234,920	1,217,459	1,149,616	(67,843)	1,157,063	7,447
Services and Supplies	24,027	23,521	29,531	159,531	130,000	184,531	25,000
Other Charges		6,980	108,656	76,974	(31,682)	77,486	512
<b>Gross Appropriations</b>	<b>1,324,214</b>	<b>1,265,421</b>	<b>1,355,646</b>	<b>1,386,121</b>	<b>30,475</b>	<b>1,419,080</b>	<b>32,959</b>
Intrafund Transfers			(10,999)		10,999		
<b>TOTAL REQUIREMENTS</b>	<b>1,324,214</b>	<b>1,265,421</b>	<b>1,344,647</b>	<b>1,386,121</b>	<b>41,474</b>	<b>1,419,080</b>	<b>32,959</b>
<b>NET COUNTY COST</b>	<b>1,182,069</b>	<b>787,764</b>	<b>1,210,750</b>	<b>1,373,093</b>	<b>162,343</b>	<b>1,404,022</b>	<b>30,929</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	9.0	8.0	8.0		8.0	
Funded FTE	9.0	8.7	8.0	8.0		8.0	

Payroll Services (1431P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	10	781					
Charges for Services	5,956	7,143	41,974	21,217	(20,757)	21,217	
Interfund Revenue			5,600		(5,600)		
Miscellaneous Revenue	8,099	130					
<b>Total Revenue</b>	<b>14,065</b>	<b>8,054</b>	<b>47,574</b>	<b>21,217</b>	<b>(26,357)</b>	<b>21,217</b>	
Fund Balance	344,462	629,724	629,724		(629,724)		
<b>TOTAL SOURCES</b>	<b>358,527</b>	<b>637,778</b>	<b>677,298</b>	<b>21,217</b>	<b>(656,081)</b>	<b>21,217</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	629,356	658,780	669,392	698,216	28,824	704,779	6,563
Services and Supplies	6,302	1,165	14,446	4,721	(9,725)	4,721	
Other Charges	1,262,185	1,380,640	2,081,201	1,436,838	(644,363)	1,437,222	384
<b>Net Appropriations</b>	<b>1,897,843</b>	<b>2,040,585</b>	<b>2,765,039</b>	<b>2,139,775</b>	<b>(625,264)</b>	<b>2,146,722</b>	<b>6,947</b>
Contingencies/Dept Reserves	344,462	629,724					
<b>TOTAL REQUIREMENTS</b>	<b>2,242,305</b>	<b>2,670,309</b>	<b>2,765,039</b>	<b>2,139,775</b>	<b>(625,264)</b>	<b>2,146,722</b>	<b>6,947</b>
<b>NET COUNTY COST</b>	<b>1,883,778</b>	<b>2,032,531</b>	<b>2,087,741</b>	<b>2,118,558</b>	<b>30,817</b>	<b>2,125,505</b>	<b>6,947</b>
<b>AUTHORIZED POSITIONS</b>							
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 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Miscellaneous Revenue		1					
<b>Total Revenue</b>		1					
Fund Balance	75,997	105,997	148,688	148,688		148,688	
<b>TOTAL SOURCES</b>	75,998	105,997	148,688	148,688		148,688	
<b>REQUIREMENTS</b>							
Salaries and Benefits	644,343	601,454	684,288	649,238	(35,050)	660,184	10,946
Services and Supplies	8,251	6,294	84,131	191,431	107,300	101,820	(89,611)
Other Charges	324	4,305	90,199	51,412	(38,787)	51,562	150
Fixed Assets		34,472					
<b>Gross Appropriations</b>	652,918	646,524	858,618	892,081	33,463	813,566	(78,515)
Intrafund Transfers			(47,794)		47,794		
<b>Net Appropriations</b>	652,918	646,524	810,824	892,081	81,257	813,566	(78,515)
Contingencies/Dept Reserves	75,997	25,000	183,163	183,163		183,163	
<b>TOTAL REQUIREMENTS</b>	728,915	671,524	993,987	1,075,244	81,257	996,729	(78,515)
<b>NET COUNTY COST</b>	652,917	565,527	845,299	926,556	81,257	848,041	(78,515)
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	5.0	5.0	5.0	5.0		5.0	
Funded FTE	5.0	5.0	5.0	5.0		5.0	

General Accounting (1441P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	5,000	69,674	88,247	111,231	22,984	111,231	
Interfund Revenue	91,982	14,071	30,574		(30,574)		
Miscellaneous Revenue	14,603	1,924					
<b>TOTAL SOURCES</b>	<b>111,585</b>	<b>85,669</b>	<b>118,821</b>	<b>111,231</b>	<b>(7,590)</b>	<b>111,231</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	818,469	872,799	1,025,009	929,481	(95,528)	938,441	8,960
Services and Supplies	6,083	3,906	1,295	4,295	3,000	4,295	
Other Charges	17,274	18,577	108,556	76,974	(31,582)	77,486	512
<b>Gross Appropriations</b>	<b>841,825</b>	<b>895,282</b>	<b>1,134,860</b>	<b>1,010,750</b>	<b>(124,110)</b>	<b>1,020,222</b>	<b>9,472</b>
Intrafund Transfers				(2,439)	(2,439)	(2,439)	
<b>TOTAL REQUIREMENTS</b>	<b>841,825</b>	<b>895,282</b>	<b>1,134,860</b>	<b>1,008,311</b>	<b>(126,549)</b>	<b>1,017,783</b>	<b>9,472</b>
<b>NET COUNTY COST</b>	<b>730,240</b>	<b>809,613</b>	<b>1,016,039</b>	<b>897,080</b>	<b>(118,959)</b>	<b>906,552</b>	<b>9,472</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	8.0	9.0	9.0	8.0	(1.0)	8.0	
Funded FTE	8.0	9.0	9.0	8.0	(1.0)	8.0	

Property Tax/Special Accounting (1461P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues		102,927		240,000	240,000	240,000	
Charges for Services	1,354,004	1,316,722	1,410,062	1,322,000	(88,062)	1,262,000	(60,000)
Miscellaneous Revenue	80,146	4,672		2,000	2,000	2,000	
<b>Total Revenue</b>	<b>1,434,150</b>	<b>1,424,321</b>	<b>1,410,062</b>	<b>1,564,000</b>	<b>153,938</b>	<b>1,504,000</b>	<b>(60,000)</b>
Fund Balance	383,351	383,351	322,123	322,123		322,123	
<b>TOTAL SOURCES</b>	<b>1,817,501</b>	<b>1,807,672</b>	<b>1,732,185</b>	<b>1,886,123</b>	<b>153,938</b>	<b>1,826,123</b>	<b>(60,000)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	870,963	802,393	1,220,500	1,316,735	96,235	1,328,450	11,715
Services and Supplies	4,553	(156,412)	1,195	144,440	143,245	103,095	(41,345)
Other Charges	1,263	5,523	134,526	99,649	(34,877)	100,225	576
<b>Net Appropriations</b>	<b>876,779</b>	<b>651,503</b>	<b>1,356,221</b>	<b>1,560,824</b>	<b>204,603</b>	<b>1,531,770</b>	<b>(29,054)</b>
Contingencies/Dept Reserves	383,351	242,123	242,123	242,123		242,123	
<b>TOTAL REQUIREMENTS</b>	<b>1,260,130</b>	<b>893,626</b>	<b>1,598,344</b>	<b>1,802,947</b>	<b>204,603</b>	<b>1,773,893</b>	<b>(29,054)</b>
<b>NET COUNTY COST</b>	<b>(557,371)</b>	<b>(914,045)</b>	<b>(133,841)</b>	<b>(83,176)</b>	<b>50,665</b>	<b>(52,230)</b>	<b>30,946</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	7.0	7.0	8.0	9.0	1.0	9.0	
Funded FTE	7.0	7.0	8.0	9.0	1.0	9.0	

Business Systems Development (1462P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues		1,191					
<b>TOTAL SOURCES</b>		1,191					
<b>REQUIREMENTS</b>							
Salaries and Benefits		178,294	180,983	185,027	4,044	186,654	1,627
Services and Supplies		11,621	3,383	2,383	(1,000)	2,383	
Other Charges		5,654	15,608	14,063	(1,545)	14,067	4
<b>TOTAL REQUIREMENTS</b>		195,570	199,974	201,473	1,499	203,104	1,631
<b>NET COUNTY COST</b>		194,379	199,974	201,473	1,499	203,104	1,631
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution		1.0	1.0	1.0		1.0	
Funded FTE		1.0	1.0	1.0		1.0	

Prop Tax System Shared Costs (1463P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues		3,821		10,000	10,000	10,000	
<b>Total Revenue</b>		3,821		10,000	10,000	10,000	
Fund Balance			328,211	328,211		328,211	
<b>TOTAL SOURCES</b>		3,821	328,211	338,211	10,000	338,211	
<b>REQUIREMENTS</b>							
Salaries and Benefits		65,229					
Services and Supplies			85,967	169,767	83,800	169,767	
Other Charges		260,285	105,228	218,648	113,420	218,778	130
<b>Gross Appropriations</b>		325,514	191,195	388,415	197,220	388,545	130
Intrafund Transfers		(22,965)		(253,400)	(253,400)	(253,400)	
<b>Net Appropriations</b>		302,549	191,195	135,015	(56,180)	135,145	130
Contingencies/Dept Reserves			263,091	267,050	3,959	267,050	
<b>TOTAL REQUIREMENTS</b>		302,549	454,286	402,065	(52,221)	402,195	130
<b>NET COUNTY COST</b>		298,728	126,075	63,854	(62,221)	63,984	130

Treasurer - Tax Collector (1500B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	6,457	5,221	3,650	3,650		3,650	
Use of Money and Property	17,259	40,130	30,000	30,000		30,000	
Charges for Services	4,499,882	4,593,705	3,911,434	4,061,434	150,000	4,061,434	
Interfund Revenue	766,095	774,208	631,000	631,000		631,000	
Miscellaneous Revenue	109,347	118,562	81,500	81,500		81,500	
<b>Total Revenue</b>	<b>5,399,040</b>	<b>5,531,827</b>	<b>4,657,584</b>	<b>4,807,584</b>	<b>150,000</b>	<b>4,807,584</b>	
Fund Balance	4,420,835	4,436,200	4,602,647	3,876,104	(726,543)	2,940,001	(936,103)
<b>TOTAL SOURCES</b>	<b>9,819,875</b>	<b>9,968,027</b>	<b>9,260,231</b>	<b>8,683,688</b>	<b>(576,543)</b>	<b>7,747,585</b>	<b>(936,103)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	6,328,022	5,970,571	7,099,414	7,193,239	93,825	7,424,746	231,507
Services and Supplies	1,094,737	1,156,066	2,720,253	4,168,854	1,448,601	2,831,552	(1,337,302)
Other Charges	1,017,602	1,151,781	1,091,041	951,175	(139,866)	843,740	(107,435)
Fixed Assets	60,185	10,002					
<b>Gross Appropriations</b>	<b>8,500,547</b>	<b>8,288,421</b>	<b>10,910,708</b>	<b>12,313,268</b>	<b>1,402,560</b>	<b>11,100,038</b>	<b>(1,213,230)</b>
Intrafund Transfers	(2,793,288)	(3,172,629)	(3,076,237)	(3,078,042)	(1,805)	(3,066,542)	11,500
<b>Net Appropriations</b>	<b>5,707,259</b>	<b>5,115,792</b>	<b>7,834,471</b>	<b>9,235,226</b>	<b>1,400,755</b>	<b>8,033,496</b>	<b>(1,201,730)</b>
Contingencies/Dept Reserves	1,587,663	1,587,321	2,070,212	156,689	(1,913,523)	448,650	291,961
<b>TOTAL REQUIREMENTS</b>	<b>7,294,922</b>	<b>6,703,113</b>	<b>9,904,683</b>	<b>9,391,915</b>	<b>(512,768)</b>	<b>8,482,146</b>	<b>(909,769)</b>
<b>NET COUNTY COST</b>	<b>(2,524,953)</b>	<b>(3,264,914)</b>	<b>644,452</b>	<b>708,227</b>	<b>63,775</b>	<b>734,561</b>	<b>26,334</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	63.0	61.0	61.0	61.0		61.0	
Funded FTE	63.0	61.0	61.0	61.0		61.0	

Tax Collector (1510P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Licenses, Permits and Franchises	6,457	5,221	3,650	3,650		3,650	
Charges for Services	1,580,587	1,494,817	1,164,474	1,164,474		1,164,474	
Miscellaneous Revenue	67,129	65,111	56,000	56,000		56,000	
<b>Total Revenue</b>	<b>1,654,173</b>	<b>1,565,149</b>	<b>1,224,124</b>	<b>1,224,124</b>		<b>1,224,124</b>	
Fund Balance	2,545,097	2,516,867	2,840,258	2,350,848	(489,410)	1,755,848	(595,000)
<b>TOTAL SOURCES</b>	<b>4,199,270</b>	<b>4,082,016</b>	<b>4,064,382</b>	<b>3,574,972</b>	<b>(489,410)</b>	<b>2,979,972</b>	<b>(595,000)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,023,191	1,712,188	1,837,460	1,895,012	57,552	1,921,462	26,450
Services and Supplies	500,636	386,296	1,099,607	1,813,487	713,880	1,101,037	(712,450)
Other Charges	578,086	727,540	648,116	502,623	(145,493)	402,996	(99,627)
Fixed Assets	60,185						
<b>Net Appropriations</b>	<b>3,162,098</b>	<b>2,826,023</b>	<b>3,585,183</b>	<b>4,211,122</b>	<b>625,939</b>	<b>3,425,495</b>	<b>(785,627)</b>
Contingencies/Dept Reserves	673,102	672,760	1,123,651	72,077	(1,051,574)	289,038	216,961
<b>TOTAL REQUIREMENTS</b>	<b>3,835,200</b>	<b>3,498,783</b>	<b>4,708,834</b>	<b>4,283,199</b>	<b>(425,635)</b>	<b>3,714,533</b>	<b>(568,666)</b>
<b>NET COUNTY COST</b>	<b>(364,070)</b>	<b>(583,233)</b>	<b>644,452</b>	<b>708,227</b>	<b>63,775</b>	<b>734,561</b>	<b>26,334</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	19.0	16.0	16.0	16.0		16.0	
Funded FTE	19.0	16.0	16.0	16.0		16.0	

Treasurer (1520P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	2,837,146	3,037,450	2,696,460	2,846,460	150,000	2,846,460	
Miscellaneous Revenue	5,520	17,647					
<b>Total Revenue</b>	<b>2,842,666</b>	<b>3,055,097</b>	<b>2,696,460</b>	<b>2,846,460</b>	<b>150,000</b>	<b>2,846,460</b>	
Fund Balance	558,744	552,339	594,399	387,901	(206,498)	188,163	(199,738)
<b>TOTAL SOURCES</b>	<b>3,401,410</b>	<b>3,607,436</b>	<b>3,290,859</b>	<b>3,234,361</b>	<b>(56,498)</b>	<b>3,034,623</b>	<b>(199,738)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,678,065	1,613,744	2,166,926	2,159,353	(7,573)	2,284,711	125,358
Services and Supplies	186,761	214,700	615,007	1,068,669	453,662	657,312	(411,357)
Other Charges	214,396	209,734	208,109	202,528	(5,581)	202,289	(239)
Fixed Assets		10,002					
<b>Gross Appropriations</b>	<b>2,079,222</b>	<b>2,048,181</b>	<b>2,990,042</b>	<b>3,430,550</b>	<b>440,508</b>	<b>3,144,312</b>	<b>(286,238)</b>
Intrafund Transfers		(120,991)	(249,225)	(251,030)	(1,805)	(239,530)	11,500
<b>Net Appropriations</b>	<b>2,079,222</b>	<b>1,927,190</b>	<b>2,740,817</b>	<b>3,179,520</b>	<b>438,703</b>	<b>2,904,782</b>	<b>(274,738)</b>
Contingencies/Dept Reserves	518,042	518,042	550,042	54,841	(495,201)	129,841	75,000
<b>TOTAL REQUIREMENTS</b>	<b>2,597,264</b>	<b>2,445,232</b>	<b>3,290,859</b>	<b>3,234,361</b>	<b>(56,498)</b>	<b>3,034,623</b>	<b>(199,738)</b>
<b>NET COUNTY COST</b>	<b>(804,146)</b>	<b>(1,162,204)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	16.0	18.0	18.0	18.0		18.0	
Funded FTE	16.0	18.0	18.0	18.0		18.0	

Revenue Services Program (1530P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	17,259	40,130	30,000	30,000		30,000	
Charges for Services	82,150	61,438	50,500	50,500		50,500	
Interfund Revenue	766,095	774,208	631,000	631,000		631,000	
Miscellaneous Revenue	36,698	35,804	25,500	25,500		25,500	
<b>Total Revenue</b>	<b>902,202</b>	<b>911,581</b>	<b>737,000</b>	<b>737,000</b>		<b>737,000</b>	
Fund Balance	1,316,994	1,366,994	1,167,990	1,137,355	(30,635)	995,990	(141,365)
<b>TOTAL SOURCES</b>	<b>2,219,196</b>	<b>2,278,575</b>	<b>1,904,990</b>	<b>1,874,355</b>	<b>(30,635)</b>	<b>1,732,990</b>	<b>(141,365)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,626,766	2,644,639	3,095,028	3,138,874	43,846	3,218,573	79,699
Services and Supplies	407,340	555,071	1,005,639	1,286,698	281,059	1,073,203	(213,495)
Other Charges	225,120	214,507	234,816	246,024	11,208	238,455	(7,569)
<b>Gross Appropriations</b>	<b>3,259,227</b>	<b>3,414,217</b>	<b>4,335,483</b>	<b>4,671,596</b>	<b>336,113</b>	<b>4,530,231</b>	<b>(141,365)</b>
Intrafund Transfers	(2,793,288)	(3,051,638)	(2,827,012)	(2,827,012)		(2,827,012)	
<b>Net Appropriations</b>	<b>465,939</b>	<b>362,579</b>	<b>1,508,471</b>	<b>1,844,584</b>	<b>336,113</b>	<b>1,703,219</b>	<b>(141,365)</b>
Contingencies/Dept Reserves	396,519	396,519	396,519	29,771	(366,748)	29,771	
<b>TOTAL REQUIREMENTS</b>	<b>862,458</b>	<b>759,098</b>	<b>1,904,990</b>	<b>1,874,355</b>	<b>(30,635)</b>	<b>1,732,990</b>	<b>(141,365)</b>
<b>NET COUNTY COST</b>	<b>(1,356,737)</b>	<b>(1,519,476)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	28.0	27.0	27.0	27.0		27.0	
Funded FTE	28.0	27.0	27.0	27.0		27.0	

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

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Miscellaneous Revenue	4,235,187	5,130,031					
Other Financing Sources			7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>TOTAL SOURCES</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,820,732	3,397,714	3,871,014	4,047,731	176,717	4,075,884	28,153
Services and Supplies	1,290,851	1,614,900	3,479,132	3,539,386	60,254	3,539,386	
Other Charges	103,333	117,417	128,854	97,123	(31,731)	97,123	
Fixed Assets	20,272			1,200,000	1,200,000		(1,200,000)
<b>TOTAL REQUIREMENTS</b>	4,235,187	5,130,031	7,479,000	8,884,240	1,405,240	7,712,393	(1,171,847)
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	20.0	20.0	20.0	21.0	1.0	21.0	
Funded FTE	19.5	20.0	20.0	21.0	1.0	21.0	

County Counsel (1600B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	3,731,106	3,610,724	3,696,932	3,623,065	(73,867)	3,625,226	2,161
Miscellaneous Revenue	121,618	8,743	10,000	10,000		10,000	
<b>Total Revenue</b>	<b>3,852,724</b>	<b>3,619,468</b>	<b>3,706,932</b>	<b>3,633,065</b>	<b>(73,867)</b>	<b>3,635,226</b>	<b>2,161</b>
Fund Balance	2,771,668	2,791,653	2,736,760	1,992,151	(744,609)	1,460,269	(531,882)
<b>TOTAL SOURCES</b>	<b>6,624,392</b>	<b>6,411,121</b>	<b>6,443,692</b>	<b>5,625,216</b>	<b>(818,476)</b>	<b>5,095,495</b>	<b>(529,721)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	7,595,487	7,352,593	8,589,187	8,862,336	273,149	8,964,450	102,114
Services and Supplies	672,794	417,928	1,110,801	864,190	(246,611)	409,652	(454,538)
Other Charges	366,370	360,192	450,484	474,345	23,861	474,345	
Fixed Assets			160,024	10,000	(150,024)	10,000	
<b>Gross Appropriations</b>	<b>8,634,651</b>	<b>8,130,712</b>	<b>10,310,496</b>	<b>10,210,871</b>	<b>(99,625)</b>	<b>9,858,447</b>	<b>(352,424)</b>
Intrafund Transfers	(996,722)	(1,097,594)	(1,814,741)	(1,640,880)	173,861	(1,170,001)	470,879
<b>Net Appropriations</b>	<b>7,637,929</b>	<b>7,033,118</b>	<b>8,495,755</b>	<b>8,569,991</b>	<b>74,236</b>	<b>8,688,446</b>	<b>118,455</b>
Contingencies/Dept Reserves	2,164,511	1,924,251	1,418,351	1,063,763	(354,588)	531,881	(531,882)
<b>TOTAL REQUIREMENTS</b>	<b>9,802,440</b>	<b>8,957,369</b>	<b>9,914,106</b>	<b>9,633,754</b>	<b>(280,352)</b>	<b>9,220,327</b>	<b>(413,427)</b>
<b>NET COUNTY COST</b>	<b>3,178,048</b>	<b>2,546,249</b>	<b>3,470,414</b>	<b>4,008,538</b>	<b>538,124</b>	<b>4,124,832</b>	<b>116,294</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	38.0	39.0	40.0	42.0	2.0	42.0	
Funded FTE	38.0	37.6	38.7	40.6	1.9	40.6	

Human Resources Department (1700B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property			10,000	10,000		10,000	
Charges for Services	291,300	183,886	249,474	249,474		249,474	
Interfund Revenue	4,086,744	4,271,870	4,496,313	4,697,867	201,554	4,619,773	(78,094)
Miscellaneous Revenue	314,051	188,708	342,300	347,300	5,000	347,300	
Other Financing Sources			2,200	252,200	250,000	252,200	
<b>Total Revenue</b>	<b>4,692,095</b>	<b>4,644,464</b>	<b>5,100,287</b>	<b>5,556,841</b>	<b>456,554</b>	<b>5,478,747</b>	<b>(78,094)</b>
Fund Balance	778,895	822,689	825,146	672,405	(152,741)	572,405	(100,000)
<b>TOTAL SOURCES</b>	<b>5,470,990</b>	<b>5,467,153</b>	<b>5,925,433</b>	<b>6,229,246</b>	<b>303,813</b>	<b>6,051,152</b>	<b>(178,094)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	7,270,304	7,149,930	8,966,440	9,149,510	183,070	9,019,559	(129,951)
Services and Supplies	1,762,524	1,681,185	2,184,334	2,240,852	56,518	2,240,852	
Other Charges	546,712	503,678	702,219	918,673	216,454	921,587	2,914
Fixed Assets				250,000	250,000	250,000	
<b>Gross Appropriations</b>	<b>9,579,540</b>	<b>9,334,793</b>	<b>11,852,993</b>	<b>12,559,035</b>	<b>706,042</b>	<b>12,431,998</b>	<b>(127,037)</b>
Intrafund Transfers	(1,031,693)	(1,165,155)	(1,706,012)	(1,913,794)	(207,782)	(1,913,794)	
<b>Net Appropriations</b>	<b>8,547,848</b>	<b>8,169,638</b>	<b>10,146,981</b>	<b>10,645,241</b>	<b>498,260</b>	<b>10,518,204</b>	<b>(127,037)</b>
Contingencies/Dept Reserves	590,531	629,825	500,000	456,807	(43,193)	456,807	
<b>TOTAL REQUIREMENTS</b>	<b>9,138,379</b>	<b>8,799,463</b>	<b>10,646,981</b>	<b>11,102,048</b>	<b>455,067</b>	<b>10,975,011</b>	<b>(127,037)</b>
<b>NET COUNTY COST</b>	<b>3,667,389</b>	<b>3,332,309</b>	<b>4,721,548</b>	<b>4,872,802</b>	<b>151,254</b>	<b>4,923,859</b>	<b>51,057</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	55.0	51.0	64.0	64.0		64.0	
Funded FTE	52.9	48.4	62.4	62.1	(0.3)	62.1	

## HR Strategic Support and Partnerships (1710P) General Fund

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	232,910	129,949	134,912	134,912		134,912	
Interfund Revenue	312,714	315,740	479,904	481,327	1,423	481,327	
Miscellaneous Revenue	16,582	575					
<b>Total Revenue</b>	<b>562,207</b>	<b>446,264</b>	<b>614,816</b>	<b>616,239</b>	<b>1,423</b>	<b>616,239</b>	
Fund Balance	778,895	822,689	748,700	672,405	(76,295)	572,405	(100,000)
<b>TOTAL SOURCES</b>	<b>1,341,102</b>	<b>1,268,953</b>	<b>1,363,516</b>	<b>1,288,644</b>	<b>(74,872)</b>	<b>1,188,644</b>	<b>(100,000)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,400,924	1,479,218	1,913,924	1,772,426	(141,498)	1,684,558	(87,868)
Services and Supplies	347,893	365,212	257,241	325,091	67,850	325,091	
Other Charges	282,450	248,719	330,441	500,610	170,169	500,159	(451)
<b>Gross Appropriations</b>	<b>2,031,267</b>	<b>2,093,149</b>	<b>2,501,606</b>	<b>2,598,127</b>	<b>96,521</b>	<b>2,509,808</b>	<b>(88,319)</b>
Intrafund Transfers	(434,582)	(523,002)	(681,130)	(880,983)	(199,853)	(880,983)	
<b>Net Appropriations</b>	<b>1,596,685</b>	<b>1,570,147</b>	<b>1,820,476</b>	<b>1,717,144</b>	<b>(103,332)</b>	<b>1,628,825</b>	<b>(88,319)</b>
Contingencies/Dept Reserves	590,531	629,825	500,000	456,807	(43,193)	456,807	
<b>TOTAL REQUIREMENTS</b>	<b>2,187,216</b>	<b>2,199,972</b>	<b>2,320,476</b>	<b>2,173,951</b>	<b>(146,525)</b>	<b>2,085,632</b>	<b>(88,319)</b>
<b>NET COUNTY COST</b>	<b>846,114</b>	<b>931,019</b>	<b>956,960</b>	<b>885,307</b>	<b>(71,653)</b>	<b>896,988</b>	<b>11,681</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	9.0	10.0	11.0	8.0	(3.0)	8.0	
Funded FTE	9.0	8.8	10.2	8.3	(1.9)	8.3	

Employee Benefits and Wellness (1720P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Interfund Revenue	1,415,911	1,423,762	1,385,231	1,516,446	131,215	1,526,533	10,087
Miscellaneous Revenue	139,439	139,258	121,000	121,000		121,000	
<b>Total Revenue</b>	<b>1,555,350</b>	<b>1,563,020</b>	<b>1,506,231</b>	<b>1,637,446</b>	<b>131,215</b>	<b>1,647,533</b>	<b>10,087</b>
Fund Balance			50,000		(50,000)		
<b>TOTAL SOURCES</b>	<b>1,555,350</b>	<b>1,563,020</b>	<b>1,556,231</b>	<b>1,637,446</b>	<b>81,215</b>	<b>1,647,533</b>	<b>10,087</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,059,083	1,043,440	982,913	1,071,405	88,492	1,079,988	8,583
Services and Supplies	386,614	429,852	496,763	471,963	(24,800)	471,963	
Other Charges	109,653	89,728	76,555	94,078	17,523	95,582	1,504
<b>TOTAL REQUIREMENTS</b>	<b>1,555,350</b>	<b>1,563,020</b>	<b>1,556,231</b>	<b>1,637,446</b>	<b>81,215</b>	<b>1,647,533</b>	<b>10,087</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	8.0	7.0	7.0	8.0	1.0	8.0	
Funded FTE	8.0	6.8	7.0	7.8	0.8	7.8	

Risk Management (1730P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services		37					
Interfund Revenue	1,744,929	1,744,510	1,774,698	1,824,882	50,184	1,836,701	11,819
Miscellaneous Revenue	1,455	359					
Other Financing Sources				250,000	250,000	250,000	
<b>TOTAL SOURCES</b>	<b>1,746,384</b>	<b>1,744,906</b>	<b>1,774,698</b>	<b>2,074,882</b>	<b>300,184</b>	<b>2,086,701</b>	<b>11,819</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,446,137	1,417,822	1,475,200	1,523,040	47,840	1,534,678	11,638
Services and Supplies	182,931	186,695	216,700	216,700		216,700	
Other Charges	129,031	145,681	92,798	95,142	2,344	95,323	181
Fixed Assets				250,000	250,000	250,000	
<b>Gross Appropriations</b>	<b>1,758,099</b>	<b>1,750,197</b>	<b>1,784,698</b>	<b>2,084,882</b>	<b>300,184</b>	<b>2,096,701</b>	<b>11,819</b>
Intrafund Transfers	(11,955)	(5,291)	(10,000)	(10,000)		(10,000)	
<b>TOTAL REQUIREMENTS</b>	<b>1,746,144</b>	<b>1,744,906</b>	<b>1,774,698</b>	<b>2,074,882</b>	<b>300,184</b>	<b>2,086,701</b>	<b>11,819</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	13.0	12.0	12.0	12.0		12.0	
Funded FTE	11.9	10.8	10.9	10.9	0.1	10.9	

Talent Acquisition (1740P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Interfund Revenue	142,312	143,188	142,312	142,312		142,312	
Miscellaneous Revenue	87,767	90	70,000	70,000		70,000	
<b>TOTAL SOURCES</b>	<b>230,079</b>	<b>143,278</b>	<b>212,312</b>	<b>212,312</b>		<b>212,312</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,859,006	1,407,331	1,456,258	1,596,394	140,136	1,602,137	5,743
Services and Supplies	57,589	112,699	154,200	150,750	(3,450)	150,750	
Other Charges	11,492	10,146	7,252	7,252		7,252	
<b>Gross Appropriations</b>	<b>1,928,086</b>	<b>1,530,176</b>	<b>1,617,710</b>	<b>1,754,396</b>	<b>136,686</b>	<b>1,760,139</b>	<b>5,743</b>
Intrafund Transfers	(315,920)	(316,432)	(435,663)	(435,663)		(435,663)	
<b>TOTAL REQUIREMENTS</b>	<b>1,612,167</b>	<b>1,213,744</b>	<b>1,182,047</b>	<b>1,318,733</b>	<b>136,686</b>	<b>1,324,476</b>	<b>5,743</b>
<b>NET COUNTY COST</b>	<b>1,382,088</b>	<b>1,070,466</b>	<b>969,735</b>	<b>1,106,421</b>	<b>136,686</b>	<b>1,112,164</b>	<b>5,743</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	14.0	10.0	10.0	12.0	2.0	12.0	
Funded FTE	14.0	9.9	10.0	11.4	1.4	11.4	

Workforce Resources and Diversity (1750P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	58,390	53,901	107,030	107,030		107,030	
Interfund Revenue	470,877	644,670	607,978	583,945	(24,033)	483,945	(100,000)
Miscellaneous Revenue	68,808	48,425	66,100	66,100		66,100	
<b>TOTAL SOURCES</b>	<b>598,075</b>	<b>746,996</b>	<b>781,108</b>	<b>757,075</b>	<b>(24,033)</b>	<b>657,075</b>	<b>(100,000)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,505,155	1,802,119	1,819,563	1,825,848	6,285	1,746,791	(79,057)
Services and Supplies	787,497	586,727	932,891	939,454	6,563	939,454	
Other Charges	14,086	9,404	9,342	10,213	871	9,973	(240)
<b>Gross Appropriations</b>	<b>2,306,738</b>	<b>2,398,251</b>	<b>2,761,796</b>	<b>2,775,515</b>	<b>13,719</b>	<b>2,696,218</b>	<b>(79,297)</b>
Intrafund Transfers	(269,236)	(320,430)	(456,657)	(464,586)	(7,929)	(464,586)	
<b>TOTAL REQUIREMENTS</b>	<b>2,037,502</b>	<b>2,077,821</b>	<b>2,305,139</b>	<b>2,310,929</b>	<b>5,790</b>	<b>2,231,632</b>	<b>(79,297)</b>
<b>NET COUNTY COST</b>	<b>1,439,427</b>	<b>1,330,825</b>	<b>1,524,031</b>	<b>1,553,854</b>	<b>29,823</b>	<b>1,574,557</b>	<b>20,703</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	11.0	12.0	12.0	12.0		12.0	
Funded FTE	10.0	12.2	12.0	11.8	(0.2)	11.8	

Shared Services (1780B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property			10,000	10,000		10,000	
Charges for Services			7,532	7,532		7,532	
Interfund Revenue			106,190	148,955	42,765	148,955	
Miscellaneous Revenue			85,200	90,200	5,000	90,200	
Other Financing Sources			2,200	2,200		2,200	
<b>Total Revenue</b>			211,122	258,887	47,765	258,887	
Fund Balance			26,446		(26,446)		
<b>TOTAL SOURCES</b>			237,568	258,887	21,319	258,887	
<b>REQUIREMENTS</b>							
Salaries and Benefits			1,318,582	1,360,397	41,815	1,371,407	11,010
Services and Supplies			126,539	136,894	10,355	136,894	
Other Charges			185,831	211,378	25,547	213,298	1,920
<b>Gross Appropriations</b>			1,630,952	1,708,669	77,717	1,721,599	12,930
Intrafund Transfers			(122,562)	(122,562)		(122,562)	
<b>TOTAL REQUIREMENTS</b>			1,508,390	1,586,107	77,717	1,599,037	12,930
<b>NET COUNTY COST</b>			1,270,822	1,327,220	56,398	1,340,150	12,930
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution			12.0	12.0		12.0	
Funded FTE			12.4	12.0	(0.4)	12.0	

Information Services Department (1800B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	150,577	157,546	143,748	170,000	26,252	170,000	
Intergovernmental Revenues				5,955,000	5,955,000	774,000	(5,181,000)
Charges for Services	566,816	500,302	508,551	3,777,813	3,269,262	3,397,333	(380,480)
Interfund Revenue	11,203,436	13,096,340	17,905,851	6,201,900	(11,703,951)	5,628,618	(573,282)
Miscellaneous Revenue	20,378	78,213					
<b>Total Revenue</b>	<b>11,941,207</b>	<b>13,832,402</b>	<b>18,558,150</b>	<b>16,104,713</b>	<b>(2,453,437)</b>	<b>9,969,951</b>	<b>(6,134,762)</b>
Fund Balance	4,304,897	2,504,968	4,837,357	3,180,830	(1,656,527)	3,794,263	613,433
<b>TOTAL SOURCES</b>	<b>16,246,104</b>	<b>16,337,370</b>	<b>23,395,507</b>	<b>19,285,543</b>	<b>(4,109,964)</b>	<b>13,764,214</b>	<b>(5,521,329)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	22,227,079	20,841,676	20,487,485	18,272,884	(2,214,601)	18,430,167	157,283
Services and Supplies	24,689,540	23,164,582	46,261,728	48,293,200	2,031,472	42,820,486	(5,472,714)
Other Charges	1,447,074	1,395,843	1,375,887	1,716,331	340,444	1,763,976	47,645
Fixed Assets	932,413	353,379	3,049,317	5,350,000	2,300,683	6,725,000	1,375,000
Other Financing Uses	566,787	285,772	286,089	286,089		286,089	
<b>Gross Appropriations</b>	<b>49,862,892</b>	<b>46,041,252</b>	<b>71,460,506</b>	<b>73,918,504</b>	<b>2,457,998</b>	<b>70,025,718</b>	<b>(3,892,786)</b>
Intrafund Transfers	(35,862,557)	(34,541,240)	(51,245,829)	(58,427,224)	(7,181,395)	(60,742,200)	(2,314,976)
<b>Net Appropriations</b>	<b>14,000,335</b>	<b>11,500,012</b>	<b>20,214,677</b>	<b>15,491,280</b>	<b>(4,723,397)</b>	<b>9,283,518</b>	<b>(6,207,762)</b>
Contingencies/Dept Reserves	2,245,768	4,837,358	3,180,830	3,794,263	613,433	4,480,696	686,433
<b>TOTAL REQUIREMENTS</b>	<b>16,246,104</b>	<b>16,337,370</b>	<b>23,395,507</b>	<b>19,285,543</b>	<b>(4,109,964)</b>	<b>13,764,214</b>	<b>(5,521,329)</b>
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	140.0	141.0	131.0	115.0	(16.0)	115.0	
Funded FTE	139.0	140.3	129.8	114.5	(15.3)	114.5	

Information Technology Administrative Services (1810P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	101,252	78,898		62,666	62,666	62,666	
Interfund Revenue	9,498,568	11,447,625	63,834	20,522	(43,312)	20,522	
Miscellaneous Revenue	5,070	8,806					
<b>TOTAL SOURCES</b>	<b>9,604,890</b>	<b>11,535,328</b>	<b>63,834</b>	<b>83,188</b>	<b>19,354</b>	<b>83,188</b>	
<b>REQUIREMENTS</b>							
Salaries and Benefits	2,033,035	1,972,410	1,602,458	2,417,581	815,123	2,444,036	26,455
Services and Supplies	454,404	329,776	338,044	1,441,027	1,102,983	1,380,427	(60,600)
Other Charges	468,602	455,797	452,858	665,556	212,698	674,667	9,111
Fixed Assets	7,424						
<b>Gross Appropriations</b>	<b>2,963,465</b>	<b>2,757,983</b>	<b>2,393,360</b>	<b>4,524,164</b>	<b>2,130,804</b>	<b>4,499,130</b>	<b>(25,034)</b>
Intrafund Transfers	(22,535,162)	(23,694,489)	(2,329,526)	(4,440,976)	(2,111,450)	(4,415,942)	25,034
<b>TOTAL REQUIREMENTS</b>	<b>(19,571,698)</b>	<b>(20,936,506)</b>	<b>63,834</b>	<b>83,188</b>	<b>19,354</b>	<b>83,188</b>	
<b>NET COUNTY COST</b>	<b>(29,176,588)</b>	<b>(32,471,835)</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	14.0	13.0	11.0	15.0	4.0	15.0	
Funded FTE	14.0	13.0	11.0	15.0	4.0	15.0	

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

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	150,577	157,546	143,748	170,000	26,252	170,000	
Charges for Services	464,864	421,404	508,551	978,047	469,496	947,567	(30,480)
Interfund Revenue	1,704,868	1,648,715	10,300,584	4,795,251	(5,505,333)	4,638,207	(157,044)
Miscellaneous Revenue	8,544	64,275					
<b>Total Revenue</b>	<b>2,328,853</b>	<b>2,291,941</b>	<b>10,952,883</b>	<b>5,943,298</b>	<b>(5,009,585)</b>	<b>5,755,774</b>	<b>(187,524)</b>
Fund Balance	3,493,407	1,764,968	3,718,865	1,658,768	(2,060,097)	2,200,768	542,000
<b>TOTAL SOURCES</b>	<b>5,822,260</b>	<b>4,056,909</b>	<b>14,671,748</b>	<b>7,602,066</b>	<b>(7,069,682)</b>	<b>7,956,542</b>	<b>354,476</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	12,759,253	12,067,885	12,040,916	8,070,688	(3,970,228)	8,123,944	53,256
Services and Supplies	16,622,942	13,441,793	23,802,279	11,358,348	(12,443,931)	10,967,694	(390,654)
Other Charges	887,514	849,088	832,070	928,668	96,598	965,799	37,131
Fixed Assets	517,025	202,031	2,033,255	50,000	(1,983,255)	25,000	(25,000)
Other Financing Uses	566,787	285,772	286,089	286,089		286,089	
<b>Gross Appropriations</b>	<b>31,353,521</b>	<b>26,846,568</b>	<b>38,994,609</b>	<b>20,693,793</b>	<b>(18,300,816)</b>	<b>20,368,526</b>	<b>(325,267)</b>
Intrafund Transfers	(10,222,248)	(9,663,849)	(26,206,070)	(15,292,495)	10,913,575	(15,227,752)	64,743
<b>Net Appropriations</b>	<b>21,131,273</b>	<b>17,182,719</b>	<b>12,788,539</b>	<b>5,401,298</b>	<b>(7,387,241)</b>	<b>5,140,774</b>	<b>(260,524)</b>
Contingencies/Dept Reserves	1,066,306	3,718,866	1,883,209	2,200,768	317,559	2,815,768	615,000
<b>TOTAL REQUIREMENTS</b>	<b>22,197,579</b>	<b>20,901,585</b>	<b>14,671,748</b>	<b>7,602,066</b>	<b>(7,069,682)</b>	<b>7,956,542</b>	<b>354,476</b>
<b>NET COUNTY COST</b>	<b>16,375,319</b>	<b>16,844,676</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	85.0	82.0	79.0	49.0	(30.0)	49.0	
Funded FTE	84.0	81.3	78.5	48.5	(30.0)	48.5	

Client Services (1840P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Charges for Services	700			439,100	439,100	439,100	
Interfund Revenue			7,541,433	1,386,127	(6,155,306)	969,889	(416,238)
Miscellaneous Revenue	6,764	5,132					
<b>Total Revenue</b>	<b>7,464</b>	<b>5,132</b>	<b>7,541,433</b>	<b>1,825,227</b>	<b>(5,716,206)</b>	<b>1,408,989</b>	<b>(416,238)</b>
Fund Balance	811,490	740,000	1,118,492	1,522,062	403,570	1,593,495	71,433
<b>TOTAL SOURCES</b>	<b>818,954</b>	<b>745,132</b>	<b>8,659,925</b>	<b>3,347,289</b>	<b>(5,312,636)</b>	<b>3,002,484</b>	<b>(344,805)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	7,434,790	6,801,382	6,844,111	7,784,615	940,504	7,862,187	77,572
Services and Supplies	7,280,082	8,908,159	12,496,792	10,519,825	(1,976,967)	7,945,365	(2,574,460)
Other Charges	90,958	90,958	90,959	122,107	31,148	123,510	1,403
Fixed Assets		151,348	1,016,062	140,000	(876,062)		(140,000)
<b>Gross Appropriations</b>	<b>14,805,831</b>	<b>15,951,847</b>	<b>20,447,924</b>	<b>18,566,547</b>	<b>(1,881,377)</b>	<b>15,931,062</b>	<b>(2,635,485)</b>
Intrafund Transfers	(3,105,146)	(1,182,902)	(13,085,620)	(16,812,753)	(3,727,133)	(14,593,506)	2,219,247
<b>Net Appropriations</b>	<b>11,700,685</b>	<b>14,768,945</b>	<b>7,362,304</b>	<b>1,753,794</b>	<b>(5,608,510)</b>	<b>1,337,556</b>	<b>(416,238)</b>
Contingencies/Dept Reserves	1,037,549	1,118,492	1,297,621	1,593,495	295,874	1,664,928	71,433
<b>TOTAL REQUIREMENTS</b>	<b>12,738,234</b>	<b>15,887,437</b>	<b>8,659,925</b>	<b>3,347,289</b>	<b>(5,312,636)</b>	<b>3,002,484</b>	<b>(344,805)</b>
<b>NET COUNTY COST</b>	<b>11,919,280</b>	<b>15,142,304</b>					
<b>AUTHORIZED POSITIONS</b>							
Salary Resolution	41.0	46.0	41.0	51.0	10.0	51.0	
Funded FTE	41.0	46.0	40.3	51.0	10.7	51.0	

Information Technology Innovation (1844P)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Intergovernmental Revenues				5,955,000	5,955,000	774,000	(5,181,000)
Charges for Services				2,298,000	2,298,000	1,948,000	(350,000)
<b>TOTAL SOURCES</b>				<b>8,253,000</b>	<b>8,253,000</b>	<b>2,722,000</b>	<b>(5,531,000)</b>
<b>REQUIREMENTS</b>							
Services and Supplies	332,112	484,854	9,624,613	24,974,000	15,349,387	22,527,000	(2,447,000)
Fixed Assets	407,964			5,160,000	5,160,000	6,700,000	1,540,000
<b>Gross Appropriations</b>	<b>740,076</b>	<b>484,854</b>	<b>9,624,613</b>	<b>30,134,000</b>	<b>20,509,387</b>	<b>29,227,000</b>	<b>(907,000)</b>
Intrafund Transfers			(9,624,613)	(21,881,000)	(12,256,387)	(26,505,000)	(4,624,000)
<b>Net Appropriations</b>	<b>740,076</b>	<b>484,854</b>		<b>8,253,000</b>	<b>8,253,000</b>	<b>2,722,000</b>	<b>(5,531,000)</b>
Contingencies/Dept Reserves	141,913						
<b>TOTAL REQUIREMENTS</b>	<b>881,989</b>	<b>484,854</b>		<b>8,253,000</b>	<b>8,253,000</b>	<b>2,722,000</b>	<b>(5,531,000)</b>
<b>NET COUNTY COST</b>	<b>881,989</b>	<b>484,854</b>					

Grand Jury (1920B)  
General Fund

FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Fund Balance	174,464	144,513					
<b>TOTAL SOURCES</b>	174,464	144,513					
<b>REQUIREMENTS</b>							
Salaries and Benefits	49,676	50,256	55,941	55,941		55,941	
Services and Supplies	519,903	352,076	467,416	467,916	500	447,984	(19,932)
Other Charges	3,274	197	1,000	500	(500)	500	
<b>Net Appropriations</b>	572,853	402,530	524,357	524,357		504,425	(19,932)
Contingencies/Dept Reserves	113,389	128,523					
<b>TOTAL REQUIREMENTS</b>	686,242	531,053	524,357	524,357		504,425	(19,932)
<b>NET COUNTY COST</b>	511,778	386,540	524,357	524,357		504,425	(19,932)

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

### FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Taxes	371,276,557	366,923,355	352,156,907	362,877,634	10,720,727	371,682,689	8,805,055
Licenses, Permits and Franchises	396,181	387,607	387,607	394,645	7,038	394,645	
Fines, Forfeitures and Penalties	415,227	198,308					
Use of Money and Property	6,366,169	6,728,057	5,811,790	7,488,661	1,676,871	11,615,526	4,126,865
Intergovernmental Revenues	2,321,801	17,135,303	1,346,599	15,069,026	13,722,427	15,095,149	26,123
Charges for Services	1,589,172	24,390	208	162,584	162,376	162,584	
Interfund Revenue	4,604,695	5,107,751	5,342,859	4,643,125	(699,734)	4,731,988	88,863
Miscellaneous Revenue	3,426,364	1,074,448	100,000	137,103	37,103	136,993	(110)
Other Financing Sources				62,568,540	62,568,540		(62,568,540)
<b>Total Revenue</b>	<b>390,396,166</b>	<b>397,579,219</b>	<b>365,145,970</b>	<b>453,341,318</b>	<b>88,195,348</b>	<b>403,819,574</b>	<b>(49,521,744)</b>
Fund Balance	246,634,457	192,630,229	218,732,327	255,938,753	37,206,426	205,399,914	(50,538,839)
<b>TOTAL SOURCES</b>	<b>637,030,623</b>	<b>590,209,448</b>	<b>583,878,297</b>	<b>709,280,071</b>	<b>125,401,774</b>	<b>609,219,488</b>	<b>(100,060,583)</b>
<b>REQUIREMENTS</b>							
Salaries and Benefits	1,695,531	3,227,357	4,100,000	52,100,000	48,000,000	12,100,000	(40,000,000)
Services and Supplies	16,469,210	16,691,169	31,449,516	32,533,697	1,084,181	36,030,311	3,496,614
Other Charges	2,389,795	2,430,560	4,250,473	3,139,798	(1,110,675)	3,140,273	475
Fixed Assets		43,188					
Other Financing Uses	66,319,450	12,260,142	43,411,533	86,626,013	43,214,480	22,290,790	(64,335,223)
<b>Gross Appropriations</b>	<b>86,873,986</b>	<b>34,652,415</b>	<b>83,211,522</b>	<b>174,399,508</b>	<b>91,187,986</b>	<b>73,561,374</b>	<b>(100,838,134)</b>
Intrafund Transfers	(638,462)	(662,800)	(653,497)	(487,609)	165,888	(497,361)	(9,752)
<b>Net Appropriations</b>	<b>86,235,524</b>	<b>33,989,615</b>	<b>82,558,025</b>	<b>173,911,899</b>	<b>91,353,874</b>	<b>73,064,013</b>	<b>(100,847,886)</b>
Contingencies/Dept Reserves	212,695,764	244,946,768	140,213,858	176,926,137	36,712,279	166,853,982	(10,072,155)
<b>TOTAL REQUIREMENTS</b>	<b>298,931,288</b>	<b>278,936,383</b>	<b>222,771,883</b>	<b>350,838,036</b>	<b>128,066,153</b>	<b>239,917,995</b>	<b>(110,920,041)</b>
<b>NET COUNTY COST</b>	<b>(338,099,335)</b>	<b>(311,273,066)</b>	<b>(361,106,414)</b>	<b>(358,442,035)</b>	<b>2,664,379</b>	<b>(369,301,493)</b>	<b>(10,859,458)</b>

## Debt Service Fund (8900B)

## Debt Service Fund

## FY 2013-14 and 2014-15 Budget Unit Summary

	Actual 2010-11	Actual 2011-12	Revised 2012-13	Recomm 2013-14	Change 2013-14	Recomm 2014-15	Change 2014-15
<b>SOURCES</b>							
Use of Money and Property	196,394	168,325					
Interfund Revenue			12,057,613	12,500,362	442,749	12,177,799	(322,563)
Miscellaneous Revenue		69,749					
Other Financing Sources	30,264,608	30,368,432	18,656,255	18,683,230	26,975	17,855,303	(827,927)
<b>Total Revenue</b>	<b>30,461,003</b>	<b>30,606,507</b>	<b>30,713,868</b>	<b>31,183,592</b>	<b>469,724</b>	<b>30,033,102</b>	<b>(1,150,490)</b>
Fund Balance	16,456,209	16,672,942	16,947,941	17,093,758	145,817	17,560,958	467,200
<b>TOTAL SOURCES</b>	<b>46,917,211</b>	<b>47,279,449</b>	<b>47,661,809</b>	<b>48,277,350</b>	<b>615,541</b>	<b>47,594,060</b>	<b>(683,290)</b>
<b>REQUIREMENTS</b>							
Other Charges	30,244,270	30,331,507	30,650,767	30,716,392	65,625	29,658,742	(1,057,650)
<b>Net Appropriations</b>	<b>30,244,270</b>	<b>30,331,507</b>	<b>30,650,767</b>	<b>30,716,392</b>	<b>65,625</b>	<b>29,658,742</b>	<b>(1,057,650)</b>
Non-General Fund Reserves	16,672,941	16,947,941	17,011,042	17,560,958	549,916	17,935,318	374,360
<b>TOTAL REQUIREMENTS</b>	<b>46,917,211</b>	<b>47,279,449</b>	<b>47,661,809</b>	<b>48,277,350</b>	<b>615,541</b>	<b>47,594,060</b>	<b>(683,290)</b>

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## GLOSSARY OF BUDGET TERMS

# COUNTY OF SAN MATEO FY 2013-14 / FY 2014-15 RECOMMENDED BUDGET



County Summaries

Criminal Justice

Health Services

Social Services

Community Services

Administration and Fiscal

Budget Unit and Program Summaries

Glossary of Budget Terms



## SAN MATEO COUNTY MISSION

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 this community.

We are committed to:

The highest standards  
of public service

A common vision  
of responsiveness

The highest standards  
of ethical conduct

Treating people with  
respect and dignity



## 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.

**ACE** – Access and Care for Everyone; a County-sponsored program administered by the Health Plan of San Mateo that provides health care coverage to low-income adult residents of San Mateo County who meet eligibility requirements.

**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.

**ARRA** – American Recovery and Reinvestment Act

**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.

**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 four-fifths vote 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.

**Description of Services** – Describes the services the program delivers.

**Description of Results** – Describes the results the program is expected to achieve in the current year and in the upcoming budget year.

**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.

**Economic Urgency Assistance Program** – A regional collaboration with Santa Clara County and the Silicon Valley Community Foundation to respond to urgent economic needs. Focusing on food, shelter, healthcare and employment, this safety net program was initiated by the Board of Supervisors to provide one-time grants to community-based organizations and nonprofits.

**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 “color 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 San Mateo 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.

**GASB 45** – An accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) post-employment benefits (or OPEB). San Mateo County's reportable OPEB includes post-employment medical, dental and vision benefits that are not associated with the County's pension plan. Government employers required to comply with GASB 45 include all states, counties, towns, education boards, water districts, mosquito districts, public schools and all other government entities that offer OPEB and report under the Government Accounting Standards Board.

**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.

**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.

**JPA (Joint Powers Authority)** – A Joint Powers Authority is an entity whereby two or more public authorities (for example a city or county government, or utility or transport districts) can operate collectively.

**Maintenance of Effort (MOE)** – A statutory obligation to provide a minimum amount of funding or other effort toward a specific program area or budget.

**Measure A Half Cent Sales Tax** - In November 2012, San Mateo County voters approved a 1/2 cent sales tax that took effect on April 1, 2013 and will sunset on March 31, 2023.

**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.

**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 is a clear simple statement of what the program does, to / for whom, and toward what outcome.

**Program Summary** – A one-page summary that includes budget and performance information for each program or service that is proposed to be funded or unfunded in the County Budget.

**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

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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.

**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 Human Resources. 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 2025** – 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 2025 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

**TARP** - Troubled Asset Relief Program

**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

**WIB** – Workforce Investment Board