

COUNTY OF SAN MATEO
FY 2012-13

RECOMMENDED BUDGET

COUNTY OF SAN MATEO FY 2012-13

RECOMMENDED BUDGET



BOARD OF SUPERVISORS

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RECOMMENDED BY:

JOHN L. MALTBIE, COUNTY MANAGER



COUNTY OF SAN MATEO

FY 2012-13

RECOMMENDED BUDGET

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Safe Neighborhoods

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

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Healthy Residents, Prosperous and Livable Communities

Department of Child Support Services
Department of Housing
First 5 Commission
Health System
Human Services Agency

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Trial Court Funding
Fiscal support for CMO/BOS/Non-Departmental/Fire

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Collaborative Community

Assessor-County Clerk-Recorder
Board of Supervisors
Capital Projects/5-Year Capital Improvement Plan
Controller's Office
County Counsel's Office
County Manager's Office
Debt Service Fund
Grand Jury
Human Resources Department
Information Services Department
Treasurer-Tax Collector's Office
Retirement (SamCERA)

DEANNA HASKELL

Environmentally Conscious & Livable Communities

Agricultural Commissioner/Sealer
Construction Funds
County Library
Department of Public Works
LAFCo
Planning and Building Department
Real Property Services

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**FISCAL YEAR 2012-13
RECOMMENDED BUDGET**

TABLE OF CONTENTS

	<u>PAGE</u>
County Manager’s Budget Message	A-1
Shared Vision 2025.....	A-15
2012 Key Initiatives.....	A-16
County Profile	A-19
STARS Awards	A-33

COUNTY SUMMARIES

County Organization Chart.....	B-1
Fund Structure Chart and Fund Descriptions	B-2
County Pie Charts	B-6
All Funds Summary Requirements by Funds	B-8
All Funds Summary.....	B-9
General Fund Summaries by Community Outcomes	B-11
Capital Projects Summary.....	B-17
Revenues by Type	B-20
Expenditures by Type.....	B-29
Changes in Projected Fund Balance.....	B-30
Authorized Position Summary	B-32
Budget Balancing Principles and Strategies.....	B-37
Long-Term Financial Policies	B-41
County Budget Process.....	B-45

SAFE NEIGHBORHOODS

Safe Neighborhoods Summary	1-1
Sheriff’s Office.....	1-3
Message Switch	1-27
Probation Department	1-29
District Attorney’s Office	1-45
Private Defender Program.....	1-51
County Support of the Courts.....	1-53
Coroner’s Office	1-55
Public Safety Communications.....	1-59
Structural Fire.....	1-65
Fire Protection Services	1-69
County Services Area #1.....	1-73

HEALTHY RESIDENTS

Healthy Residents Summary	2-1
Health System.....	2-3
Contribution to Medical Center.....	2-49
First 5 San Mateo County	2-51

**FISCAL YEAR 2012-13
RECOMMENDED BUDGET**

TABLE OF CONTENTS

	<u>PAGE</u>
<u>PROSPEROUS COMMUNITY</u>	
Prosperous Community Summary.....	3-1
Human Services Agency.....	3-3
Department of Child Support Services.....	3-33
<u>LIVABLE COMMUNITY</u>	
Livable Community Summary.....	4-1
Planning and Building Department.....	4-3
Local Agency Formation Commission.....	4-15
County Library.....	4-17
Department of Housing.....	4-21
<u>ENVIRONMENTALLY CONSCIOUS COMMUNITY</u>	
Environmentally Conscious Community Summary.....	5-1
Department of Public Works.....	5-3
Capital Projects.....	5-39
Courthouse Construction Fund.....	5-51
Criminal Justice Construction Fund.....	5-53
Real Property.....	5-55
Agricultural Commissioner / Sealer.....	5-59
<u>COLLABORATIVE COMMUNITY</u>	
Collaborative Community Summary.....	6-1
Board of Supervisors.....	6-3
County Manager/Clerk of the Board.....	6-7
Assessor-County Clerk-Recorder.....	6-21
Controller's Office.....	6-33
Treasurer-Tax Collector.....	6-49
Retirement-SamCERA.....	6-59
County Counsel.....	6-63
Human Resources Department.....	6-69
Information Services Department.....	6-83
Grand Jury.....	6-95
Non-Departmental Services.....	6-99
Debt Service Fund.....	6-103

FISCAL YEAR 2012-13
RECOMMENDED BUDGET

TABLE OF CONTENTS

	<u>PAGE</u>
<u>BUDGET UNIT AND PROGRAM SUMMARIES</u>	7-1
<u>GLOSSARY OF BUDGET TERMS</u>	8-1

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May 10, 2012

Honorable Board of Supervisors:

It has been 4 years since I last submitted a Recommended Budget to your Honorable Board. The environment in which the County of San Mateo operates has changed significantly. Despite this, the twin beacons guiding our work remained fixed and immutable--to protect the public health and safety of the community and to be good stewards of the resources entrusted to us.

The County has responded to the Great Recession by reducing services, improving productivity, restructuring labor costs and reorganizing operations. Our response has assumed that as the economy strengthened operations would return to normal. But the depth and breadth of this recession has exposed long-term economic, political and societal problems that remain.

In California the recession has revealed the institutional weakness in the governance of the state. These weaknesses have resulted in the state failing to balance the demands of a rapidly growing, multi-cultural population with available resources in order to keep pace with the world's most innovative economy. This is due to the long-term consequences of Proposition 13, ballot-imposed earmarks creating new spending obligations, the super-majority requirements to close costly special interest loop holes or enact new taxes and extreme partisanship. What remains, is a dysfunctional state, lacking the vision and the institutional means to move adeptly and with alacrity to ameliorate the impacts of the recession.

The Great Recession, a decade of war in the Middle East and an aging population have left the Federal government with unsustainable deficits. We should expect in the coming years the Federal government to shift more responsibilities to state and local governments without the necessary funding to fulfill the obligations.

The result of all this is an increasingly disillusioned citizenry that believes that governments, at all levels, have promised much more than they can deliver.

In the 1980's the General Synod of the Church of England was debating the controversial question of admitting women to the priesthood. A speaker from the floor of the Chamber spoke passionately, "In this great matter," he cried, "as in so much else in our country why cannot the status quo be the way forward?" What we are experiencing are changes for which the past is not a prelude to the future. As much as we may wish it wasn't so, we can't go back to the way things were, it is up to us to make our own future.

Overview

The Recommended Budget and Financial Plan for FY 2012-13 is \$1.835 billion, an increase of 4.5 percent over the budgeted amount for the current fiscal year and \$18.4 million less than the actual amount spent in FY 2010-11. The General Fund is \$1.225 billion, an increase of 2.9 percent over FY 2011-12 and \$28.4 million less than the actual amount spent in FY 2010-11. We estimate that the General Fund will end the fiscal year with a small surplus of \$3.9 million, for a total fund balance of \$258 million. The Net County Cost (NCC) will increase by approximately \$22.6 million over the prior year, including \$17.1 million in one-time expenses for the closure of the Burlingame Long-Term Care (BLTC) facility. The Capital Projects Budget in Non-departmental will increase from \$15.5 million to \$41.9 million.

This budget is consistent with the Five-year Budget Plan and with the Board's subsequent directions during the Preliminary Budget Review in March. Revenue and expense estimates for the next fiscal year are within the ranges given to the Board in January. The County will be using \$40 million in ERAF funds to balance the budget rather than

the \$53 million that had been projected due to increasing tax receipts and a larger fund balance. This assumes the passages of Measures T, U and X in June and negotiating labor agreements resulting in lower salary and/or benefits costs. The County will realize most of the cost savings from the business process re-engineering projects now underway.

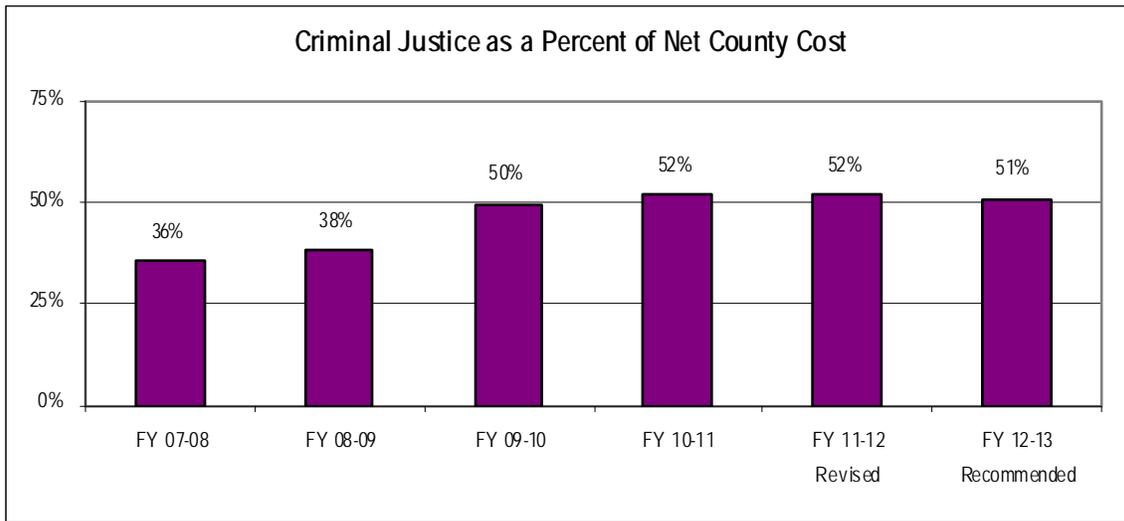
In the May Revise, Governor Brown reports a continued diminution in state revenues. This has caused the gap to grow from January's estimate of \$9.2 to \$15.7 billion. The Governor proposes significant reductions in health, human services, corrections and to overall state operations. These reductions, for example, will directly impact the care provided to our most vulnerable -- seniors, children and the mentally ill. Additionally, the Governor proposes reducing the number of permanent state employees by 15,000, to 341,106 and reducing the work week to four days totaling 38 hours. If the Governor's proposed tax measures fail in November, additional reductions will be required

Budget Changes

This budget reflects key changes in how the County conducts its business. These changes are part of an ongoing reassessment of all County services, costs and organization:

1. Criminal Justice

Public safety is one of government's most important responsibilities. Yet in an era of diminished resources the County must decide how best to allocate funds to ensure the provision of both public safety and other essential services. It is not an either or proposition! How do we achieve the goal of having less crime and fewer victims while using public resources wisely?



In recent years the Board has had to consider this question in connection with the need to replace the aging woman's jail, and reduce jail overcrowding while working to create the capacity to house inmates formerly sentenced to state prison. After careful deliberation the Board decided to construct a new jail and to make a concerted effort to rehabilitate those incarcerated.

Last year the Governor signed into law Assembly Bills 109 and 117 which represent sweeping changes to state prisons and County jail systems. Together, public safety realignment provides for the early release of some inmates from state prison and requires people convicted of less serious felonies to be incarcerated in county jails instead of state prisons.

These bills help the state alleviate prison overcrowding and reduce state expenses by shifting the responsibility to local governments.

As part of the legislation the County is required to adopt a Local Implementation Plan (LIP) and Budget for managing this population. Next year we anticipate that the County will receive \$10 million from the state for criminal justice realignment. To date there have been 228 inmates returned to the County under the supervision of the Probation Department and 148 inmates have been sentenced to County jail for crimes that previously would have resulted in state prison sentences. The average sentence is 18 months in jail and 17 months on probation.

By using evidence-based correctional sanctions and programming, criminal justice realignment gives counties the opportunity to break the cycle of building and filling more jails. We must seize this opportunity! According to experts, 70 percent of offenders commit a new crime within three years of release. The Community Corrections Partnership (CCP) has identified reducing recidivism (defined in the LIP as an arrest for a new crime within three years of release) as a key factor in improving public safety and reducing the jail population and its attendant costs.

This budget includes \$5.1 million for additional reentry services. These funds are critical to reducing recidivism. The strategy of the CCP in implementing reentry programs is, "a collaborative approach that seeks to reduce recidivism and ensure public safety by coordinating services and in/or out-of-custody supervision. In this approach, multidisciplinary teams (MDT) work together to engage supervisees as *early as possible* and ensure that supervision and services are complementary in order to help supervisees succeed."

The Court's policies on pre-trial incarceration and post-trial sentencing have a major impact on the jail population. It is critical that we continue to engage the Court to identify and resolve any systemic problems that impede its ability to make timely decisions that affect the length of stay of inmates. We also need to work with the Court and the Sheriff to identify those tools that will give the Sheriff the most flexibility in managing the jail population.

The Court should be commended for its innovation in implementing Drug Court, Mental Health Court and Veterans Court. The Court has also worked with the County to design and utilize programs like Bridges and Choices that have helped those under Court supervision to achieve and maintain sobriety and become productive citizens.

The Recommended Budget includes \$44.2 million for the design of the new jail. Important considerations include constructing a facility that meets our minimum needs while providing additional space for expansion should that become necessary and adequate space for reentry services and transitional beds.

My office is working with the Sheriff to prepare a revised operating budget that will include the costs of financing the facility. We will be analyzing a different (and less costly) skill mix for staffing the facility, and examining different approaches for the delivery of auxiliary services. We will present that budget to the Board in the autumn.

The Sheriff should be commended for aggressively working with the cities of San Carlos, Half Moon Bay and Millbrae to provide County law enforcement services to these communities. These new contracts along with the existing Portola Valley and Woodside contracts, have improved law enforcement services in these communities and saved the cities and the County money by achieving economies of scale.

I believe that the future success of local governments depends on our willingness to share services for the benefit of mutual constituents. There are continuing discussions between the City of Pacifica and the Sheriff regarding law enforcement services. The County and cities are also discussing the feasibility of consolidating law enforcement dispatch services into the County's Emergency Dispatch Center (there will be sufficient space in the new Emergency Dispatch Center to accommodate this possibility).

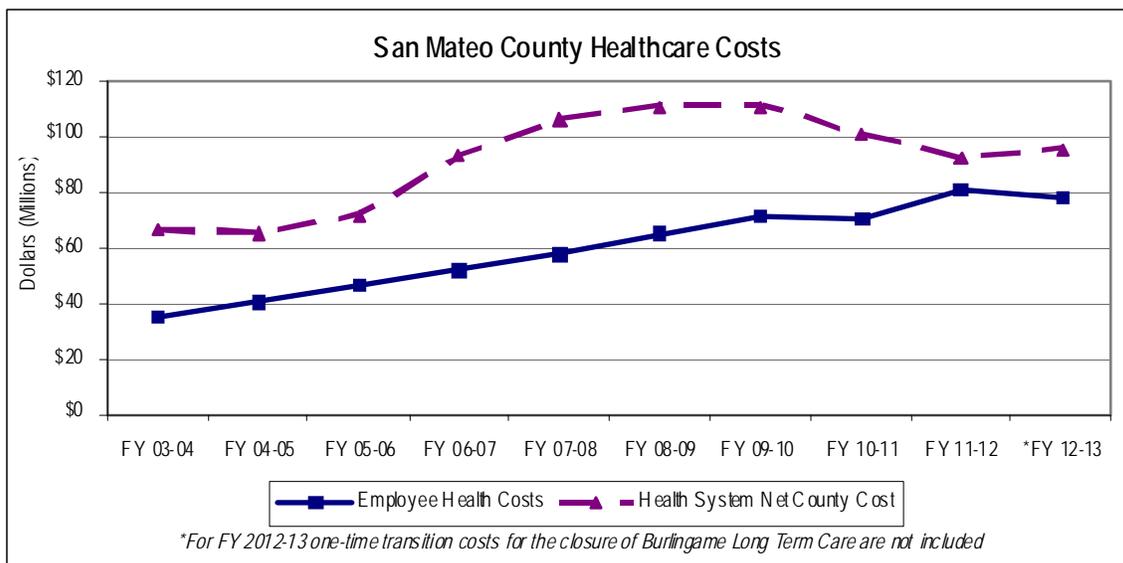
The County should facilitate shared services agreements wherever feasible. The goal should be to maintain or improve fire, police and emergency medical service and reduce costs. This can be accomplished by ensuring that the governance structures for these arrangements enable the individual agencies to control service levels and costs.

2. Health and Human Services

Protecting the health and well-being of the community is also a primary responsibility of County government. Both the Health System and the Human Services Agency provide essential services to our County's most vulnerable populations. The Great Recession has dramatically increased demands for many of these services but diminished resources have hampered the County's ability to respond.

Today, in the United States we spend an average of \$8,200 per person per year on medical conditions and health insurance. In 1950, health care expenses represented about 4.6 percent of GDP, by 2009, that figure had jumped to seventeen percent. Thirty percent of the total cost of health care is generated by only one percent of the population and fifty percent of the cost is generated by five percent of the population. Despite the enormous amount of money spent on health care, the leading health care indicators in the U.S. lag behind many other nations. The dramatic rise in health care costs has significantly increased the County costs.

The chart below shows the impact of these increases on the County's budget. Taken together, they limit our ability to respond to other social problems, diminish our prevention efforts and reduce our ability to provide other essential services. We must find a way to reverse or at the very least moderate these trends.



Recently Professor Walter Bortz, author of The Next Medicine: The Science and Civics of Health, spoke at the SMMC Medical Staff Annual Dinner about the need for a paradigm shift in the delivery of health care away from a "disease-centric to a health-centric" model focusing on prevention and exercise.

According to Bortz, less than two percent of all health care expenditures are devoted to prevention and yet prevention is intrinsic to good health. He believes that prevention and exercise can reduce the incidence of heart disease, many forms of cancer, diabetes, arthritis and brain diseases, thereby saving billions of dollars in unnecessary costs.

Bortz also believes that modern medicine causes needless suffering and expenses by rushing to intervene in too many conditions. For instance he cites a recent study of prostate cancer patients in which one of four treatments were used: surgery, radiation, chemotherapy and watchful waiting. The results revealed that there was no difference in clinical outcomes between the most aggressive and most conservative approaches to treatment despite the huge differences in cost, time and effort.

There has been no area of the economy that has received more scrutiny nor undergone more changes than the health care industry and the practice of medicine. These changes have had and will continue to have a profound impact on the County. In response we need to accelerate our work to move from a “disease-centric to a health-centric” model of health care. We need to think through how we are organized and staffed to deliver health care to our patients and to nurture and develop long-term, strategic partnerships with other providers that can reduce costs and improve patient care.

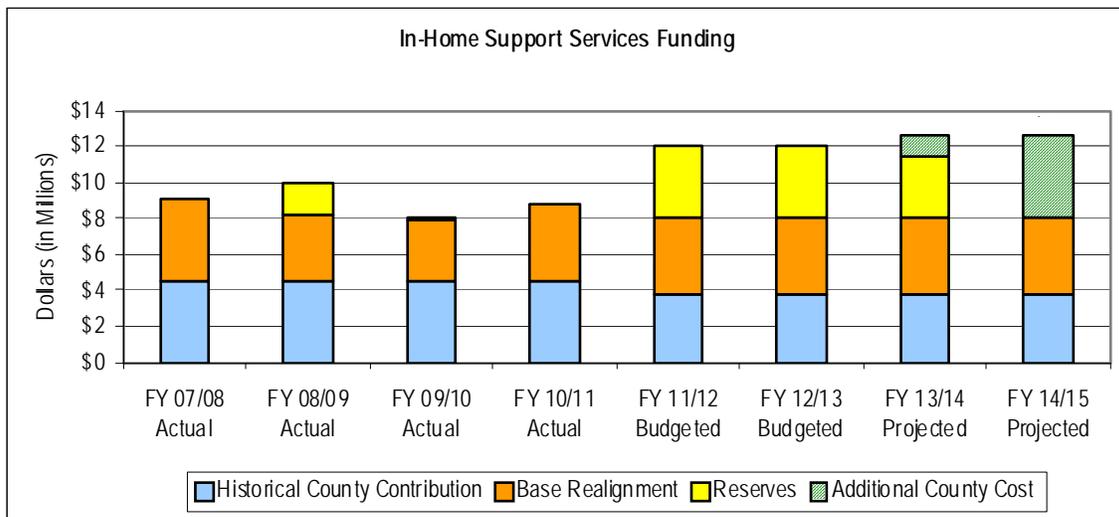
The San Mateo Medical Center relies heavily on an extensive system of outpatient clinics to keep patients healthy and reduce expensive hospitalizations for acute and psychiatric care and emergency room visits. The Health System continues to emphasize the importance of prevention and early intervention through programs such as: Pre-Three, HIV/Aids, Teenage Pregnancy Prevention, the Children’s Health Initiative, Childhood Obesity Prevention and Diabetes Management. Altogether prevention and early intervention programs make up approximately 2.6 percent of the Recommended Budget.

The Health System should be commended for being one of only a few counties in the State with a reduction in obesity rates over the past 5 years. While nearly one-third of children are still overweight or obese, the rate in the County has gone down by 5.6 percent. This is an indication that the work conducted by Get Healthy San Mateo County to create environments where the healthy choice is the easy choice is making a difference.

We know that our population is aging, and given a choice, everyone would prefer to stay out of institutions for as long as possible. We also know that many of the home and community based programs that we have operated historically through the Health System, for example In-Home Supportive Services (IHSS), Behavioral Health full service partnerships, and the Ron Robinson Senior Care Center, have been successful at keeping people out of institutions. Unfortunately, for Medical patients the only option is to place them in an institution because their Medi-Cal health coverage will only pay for hospital and long-term nursing care, not the supports that allow people to remain in the community.

Through the County’s advocacy, and the advocacy of many others, the state is changing course. San Mateo County and the Health Plan of San Mateo (HPSM) have received approval from Federal and state authorities to be one of four pilot programs for long-term care integration for Medi-Cal/Medicare “Dual” beneficiaries. Long-term care integration will allow many more Medi-Cal/Medicare beneficiaries to remain at home.

The Duals Pilot benefits will not be immediate and may be delayed due to the state’s reluctance to allow counties more flexibility in managing this program. The Duals Pilot will not change the requirement that the County provide 17 percent of the cost of the IHSS program to draw down 83 percent of the funding from the Federal and state governments. The expected County cost of the program for FY 2012-13 is \$11,658,548. The County’s General Fund contribution remains at \$3,702,306 (\$4.0 million from Realignment Reserves will be used in FY 2012-13 to help pay for the County’s cost of the program). The County match will draw \$54.8 million in Federal and state IHSS funding to San Mateo County. At the current funding level, the IHSS program will exhaust all of its reserves by March 2014. Therefore, to meet its legal obligation, it is projected the County will need to contribute an additional \$1.2 million in FY 2013-14 and an additional \$5 million in FY 2014-15. The Health System will continue to manage utilization of the program and advocate for more financial flexibility in managing the program.



There are several initiatives underway at SMMC that will improve efficiency, increase revenue and/or reduce costs: revenue cycle improvements to increase the speed with which bills are sent out, improve the accuracy of the bills, and respond more effectively to denials of bills, (increased revenue-\$5.9 million); purchasing efficiencies (e.g., by limiting selections to generic products or to items with volume discounts) at SMMC (services and supplies cost savings-\$1.9 million); and improved patient throughput at SMMC clinics to increase visits (increased revenue- \$1.7 million).

The Health System continues to work with the Sequoia and Peninsula Health Care Districts to fund programs and projects that benefit the residents of their districts. The Recommended Budget includes funding from Sequoia for the Children's Health Initiative (\$1.35 million) and health care for uninsured adults (\$2.0 million) and from Peninsula \$165,000 for psychiatric programs. The Peninsula Health Care District Board is still considering a County proposal for \$2.3 million to fund health care for uninsured adults.

Assemblyman Gordon's Bill, AB 2418, is in the Assembly Appropriations Committee. If the bill becomes law all health care districts without hospitals would have to spend a minimum of 95 percent of their annual property tax revenue on health care related programs and projects. As greater demands are placed on the County's Health System, it is critical that the health care districts support the community's greatest health care needs.

The Health System and Human Services have begun the process of change in planning for the implementation of the Patient Protection and Affordable Health Care Act (ACA) passed by Congress in 2009. The Recommended Budget includes the necessary funds to complete the redesign of the intake eligibility determination process for all clients including the estimated 42,000 residents who will qualify for coverage under the Act, by ensuring the enrollment process is user friendly and efficient. This includes funds for remodeling HSA offices to accommodate the redesigned business processes and additional clients.

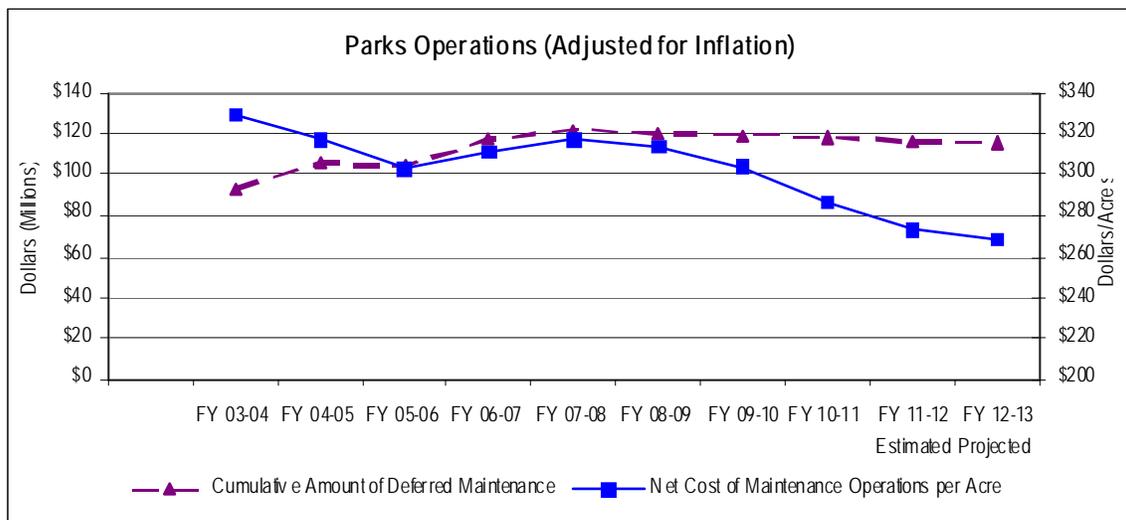
If the Supreme Court upholds the law 8,000 to 13,000 previously uninsured County residents will have health insurance and potentially relieve the County of its fiscal responsibility for health care for these patients. However, the Health System will still have to provide care to approximately 20,000 adults and children who are not covered by the reform, as well as people who are unable or unwilling to apply for Federal coverage. In addition, the Health System faces the loss of \$46 million as the Federal government moves monies it currently spends to support public hospitals to pay for coverage. While it is difficult to predict the impact of the law on County costs, our best estimate is that it will be revenue neutral.

One of the goals of ACA is to moderate the rate of increase in health care costs. However, even if the Court upholds the law we cannot be sure it will achieve this goal. Therefore, the County must continue to implement programs that emphasize prevention and healthy living as a strategy for improving public health and reducing County costs.

No place is this more evident than in the availability of affordable, quality child care and early learning. The continued state budget reduction in CalWORKS is particularly problematic to high-cost counties like ours. The CalWORKS reductions to child care are dramatic and could have long-lasting consequences. As a result, in partnership with our schools and the Silicon Valley Community Foundation, I will bring back to you in the fall, a comprehensive redesign of early learning and child care program delivery. For each child, for every parent working towards self-sufficiency, and for the strength of our economy, nothing is more important than an educated and skilled workforce. That begins with opportunities for meaningful early learning.

3. Parks

Since FY 2008-09 the Parks budget has declined by approximately 15 percent and its staff reduced by about 20 percent. As funding has declined our facilities have suffered from deferred maintenance.



Although Parks does not fall into the category of public health or safety, many residents value County Parks and believe it is a vital service. The Parks system is funded almost exclusively from the General Fund and competes for funding with many other important County services. This has resulted in a Parks system that is woefully underfunded.

We need to re-think our approach to parks and open space. The County expects to assume responsibility for the operation of Devil's Slide as a pedestrian and bicycle trail next spring, adding new responsibilities to a Parks system that is already struggling.

The Board has established an ad hoc committee that is working with the County Manager's Office and Public Works to take a comprehensive look at the Parks system. This review should include an analysis of how the Parks should be operated in the future and how to tackle the growing list of deferred maintenance projects now estimated at more than \$100 million.

There are at least two different approaches to this task. The first is to assume that Parks will continue to operate as we have and to rebuild its most pressing infrastructure needs by dedicating a greater portion of General Fund revenue for this purpose. To accomplish this, the Board would have to reduce funding for other General Fund services or identify a

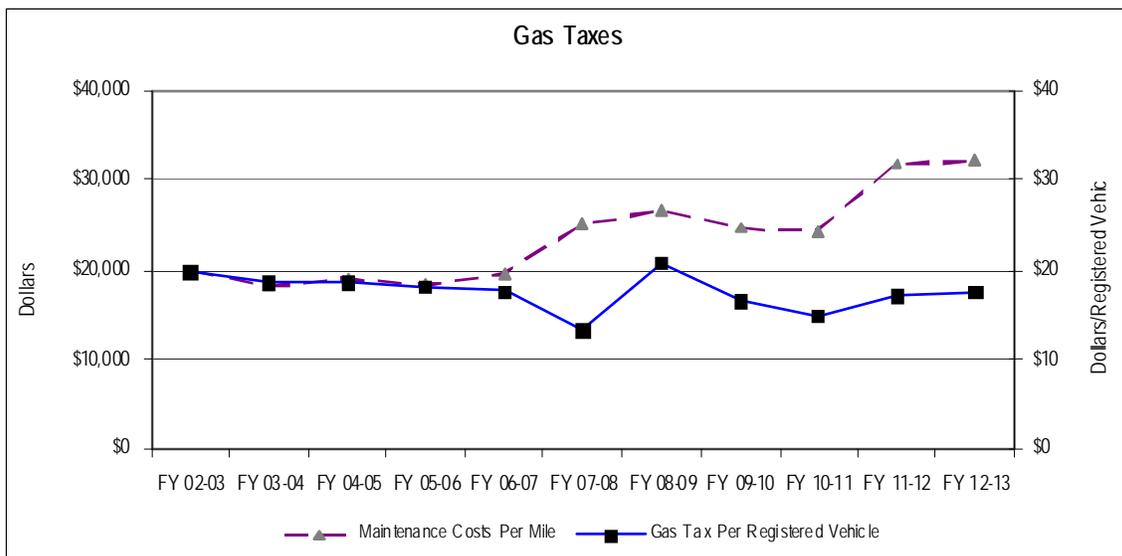
major new funding source or sources. The second approach is to radically redefine the nature of the Parks system so that it can be operated within available fiscal resources. This would undoubtedly result in a Parks system that is much more passive and less robust than in prior years. (Similar to the Mid-Peninsula Open Space District operating just trails.)

I am convinced that any long-term strategy for Parks must include seeking out strategic partnerships with cities, the Golden Gate National Recreation Area, the Mid-Peninsula Open Space District and the State of California. Although all these agencies are operating with constrained resources we share common constituents and patrons, value preserving the natural environment and understand the importance that open space and recreational opportunities play in the health and well-being of the community.

Despite the County's severe financial constraints the Board may want to consider providing some additional, limited, short-term funding to ensure the safe and adequate operation of the Parks system pending the ad hoc committee's review. The Recommended Budget does include sufficient funds to keep Flood Park open for one more year.

4. Streets and Transportation

The County is responsible for maintaining 315 miles of public roads. Some roads are in rural areas some are in urban neighborhoods. As can be seen from the following chart the value per mile of gas tax for road maintenance has declined dramatically over the last three years. This is due to improving vehicle gas mileage and rapidly increasing costs for materials and maintenance. These trends will continue as the cost of petroleum products escalate and more hybrids, alternate fuel and electric vehicles use the roads.



The gas tax is the primary revenue used to finance road maintenance and improvements. The Recommended Budget includes \$11 million in gas tax revenue for the next fiscal year. Gas taxes were originally intended to pay for the public costs necessary to build and maintain a network of streets and roads for use by private vehicles. This was intended to be a pay-as-you-go system funded by the users. This tax has been in place since the 1920s and is levied on a per gallon basis. The tax rate has not been increased since 1947.

In light of California's extensive system of freeways and streets, the impact of AB 32, the Global Warming Solutions Act of 2006, on mileage fleet standards and the continued dependence of the economy on vehicular transportation, we need a new strategy for raising funds for street maintenance. This strategy needs to be statewide because of the complicated network of freeways, streets and roads that must be seamlessly interconnected.

In the meantime, the County's road system continues to deteriorate and the potential liability for accidents and damage to vehicles caused by poor road conditions grows. Until the state develops a comprehensive infrastructure strategy for transportation the County needs a new strategy for road maintenance that can be implemented within the existing Road Fund resources.

Public Works uses a Pavement Condition Index to determine the condition of road surfaces. The County uses this information to prioritize road projects. The County needs to re-think the standards used to maintain roads. The standards should reflect the available resources and the intensity of road way use. For some neighborhood streets this might mean that the basic standard of maintenance would be lower than it is today. Under this scenario if residents want a higher level of maintenance it would have to be financed through assessment districts.

5. Fire

The Fire Fund is financed by a property tax levy in the unincorporated area of the County not covered by fire protection districts. In recent years escalating costs and a significant decline in unsecured property taxes have resulted in deficits in the Fund. In the current fiscal year \$1.8 million from the General Fund was used to balance the Fire Fund.

The use of General Fund money to supplement the Fire Fund raises a question of equity. The General Fund is supported by property taxes collected from all County residents including those living within cities and fire protection districts. These residents are also taxed for fire protection by their own jurisdictions. It can be argued that using County General Funds to supplement fire protection for residents living in the unincorporated area forces city and fire district residents to pay twice for fire protection.

In order to reduce the deficit in the Fire Fund the Recommended Budget eliminates a County funded engine company at the Tower Road Station. This will save \$1.1 million a year. Two other engine companies--one funded in part by residents of the Highlands and one funded by CalFire will remain housed at this station. In addition, the City of San Mateo has an engine company located within one-half mile of the Tower Road Station with automatic deployment responsibilities to this neighborhood.

The County is also in discussions with the Cities of Redwood City and San Carlos over the possible consolidation of three nearby fire stations into one centrally located station. If successful it would be possible to close the Cordilleras Station with a possible savings of \$500,000 a year. The soonest that any savings could be realized is in one to two years. Until then a General Fund subsidy of the Fire Fund will be necessary.

6. Capital Improvements

The total cost of the FY 2012-13 Capital Projects budget is \$87 million. The total budget includes \$27.8 million in re-appropriated capital projects from the prior fiscal year, including \$9.7 million for Circle Start tenant improvements and seismic upgrades, \$44.2 million for the new jail, \$15 million for new projects. The new projects include Alpine Trail (\$2.0 million), Devil's Slide (\$2.0 million), Seal Cove paving (\$400,000), and the San Mateo Medical Center ground floor remodel to add long-term care beds (\$2.1 million).

The Capital Projects budget in Non-Departmental Services will increase from \$15.5 million to \$41.9 million due primarily to the aforementioned Circle Star improvements, the new jail, parks and trails improvements, and SMMC long-term care beds.

The County is planning on issuing lease revenue bonds this autumn to refinance \$40 million in outstanding tax-exempt lease revenue bonds from 1997, 1999 and 2001. It is anticipated that by refinancing these bonds in today's market, the County could generate approximately \$5 million in savings over the next twenty years. In addition, the County will reimburse itself approximately \$33 million for the purchase, seismic upgrade and tenant improvements for Circle Star South. The County will also explore the option of issuing \$20 million in taxable bonds to reimburse itself for the purchase of Circle Star North. Finally, the County is also planning on financing the replacement of the 78 year-old Skylonda Fire Station at approximately \$3 million. The station is barely functional in its current state of disrepair.

CalFire will reimburse the County for one-half of the replacement cost in annual lease payments. Replacement of the 53 year-old Pescadero Fire Station will be recommended after the flooding issues in the area have been resolved. Depending on the final decision with regard to Circle Star North, the financing will range between \$75 - \$95 million. The financing for the new jail, which may include reimbursement for the purchase of the Woodhouse site, will likely occur in the summer or early fall of 2013. My staff is currently working on an RFP to establish a financing team for both issuances.

The County also utilizes a Five-year Facilities Capital Plan, which serves as a planning tool to track all future capital projects and their estimated costs. In September, my office will present your Board with a Five-Year Facilities Capital Plan for your consideration and approval.

Redevelopment Agencies

The dissolution of redevelopment agencies will have long-lasting impacts on local governments. In the short-run the financial impact on the County appears to be revenue neutral. However, I am worried about the long-range impacts of dissolution on revenue growth.

Redevelopment has long been a point of contention between cities and other property taxing agencies. Throughout California there are many examples of abuses of redevelopment law and lax state oversight. However, the process to dissolve Redevelopment Agencies has pitted local agencies against one another, weakened the bonds of community and made more difficult the ability of local governments to work together in the future. It has shifted discussions away from community-wide needs as each agency focuses on maximizing its own revenues.

The state's action to dissolve redevelopment agencies, as necessary as it may have been, has left unanswered several critical questions about the future of economic development funding, low and moderate housing and local government revenue growth. The future prosperity of our region depends on finding new ways to promote and incentivize economic development that will require local governments to work together as partners.

Two-Year Budget and Performance Management

Beginning in 2013, we will be transitioning to a two-year budget cycle in order to direct resources toward the accomplishment of the community's most important outcomes identified through Shared Vision 2025. To do this we must be able to define what's most important, get better at knowing what works and what doesn't, and allocate our resources accordingly.

During the "off-budget" years, we will focus County resources on program reviews and performance improvement initiatives. We need to identify a short list of progress measures that the Board finds useful in fulfilling its oversight responsibilities. These measures will be used to set goals and prepare the budget for the next two years. We will report on progress during the year through the Director's Reports and semi-annual Board workshops.

Organizational Change

Three years ago when I spoke at the commencement of San Francisco State University MPA Graduates, I said that local governments would need to be more proactive, creative and nimble to succeed. To these attributes I would now add more collaborative, resourceful and focused.

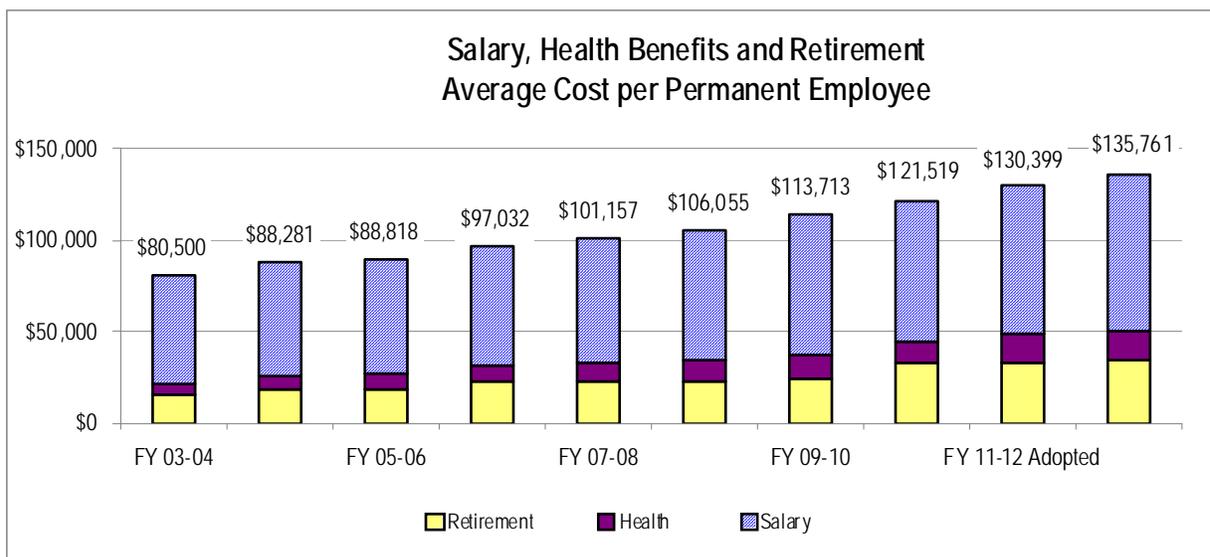
The challenges the County faces are both deep-seated and interrelated. It is not just about lack of resources. It is about the changing needs and priorities of the community. It is about the fundamental problems facing society and government's role in dealing with them. In essence, it is about how County government is organized and delivers public services.

This budget represents a transition in how the County will respond to the profound challenges that confront us as we move from short-term, stopgap measures to more strategic and fundamental actions. For the County to fulfill its mission we need a paradigm shift in thinking about the challenges before us. We need to re-conceptualize everything that we do. We need re-think the very nature of the organization that we call "County government" as well as our

relationships with other organizations. This will not be an easy or a comfortable process--change never is. But we must confront the world as we find it, not as we would like it to be.

We need to focus our efforts on the primary mission of County government: protect the health and safety of the community and be good stewards of the resources entrusted to us. To do this we must be both financially stable and viable. This means we need to re-think what we do, why we do it and how we do it. We need to distinguish between the roles of policy and service delivery. In their 1992 book Reinventing Government, David Osborne and Ted Gaebler described this dichotomy as "steering rather than rowing," This powerful concept has profound implications on the County's approach to service delivery in the future.

Salaries and benefits represent about forty percent of all County expenditures. It is the single largest expense item in the budget. While most employees of the County have not received a cost-of-living increase in four years, the cost for this line item will have increased thirteen percent by the end of FY 2012-13 due to merit increases, health care premium increases and retirement system contribution increases. During this same period tax revenues were essentially flat. This is not sustainable. Ultimately, salaries and benefits have to be consistent with available resources. They also have to be consistent with comparable jobs in the community.



This notwithstanding we should resist a disturbing trend in the private sector--for too many jobs there seems to be a race to the bottom in wages. Declining wages, automation and off-shoring of jobs have resulted in a shrinking middle class and the growing gap between the rich and poor. This too has profound implications for our society.

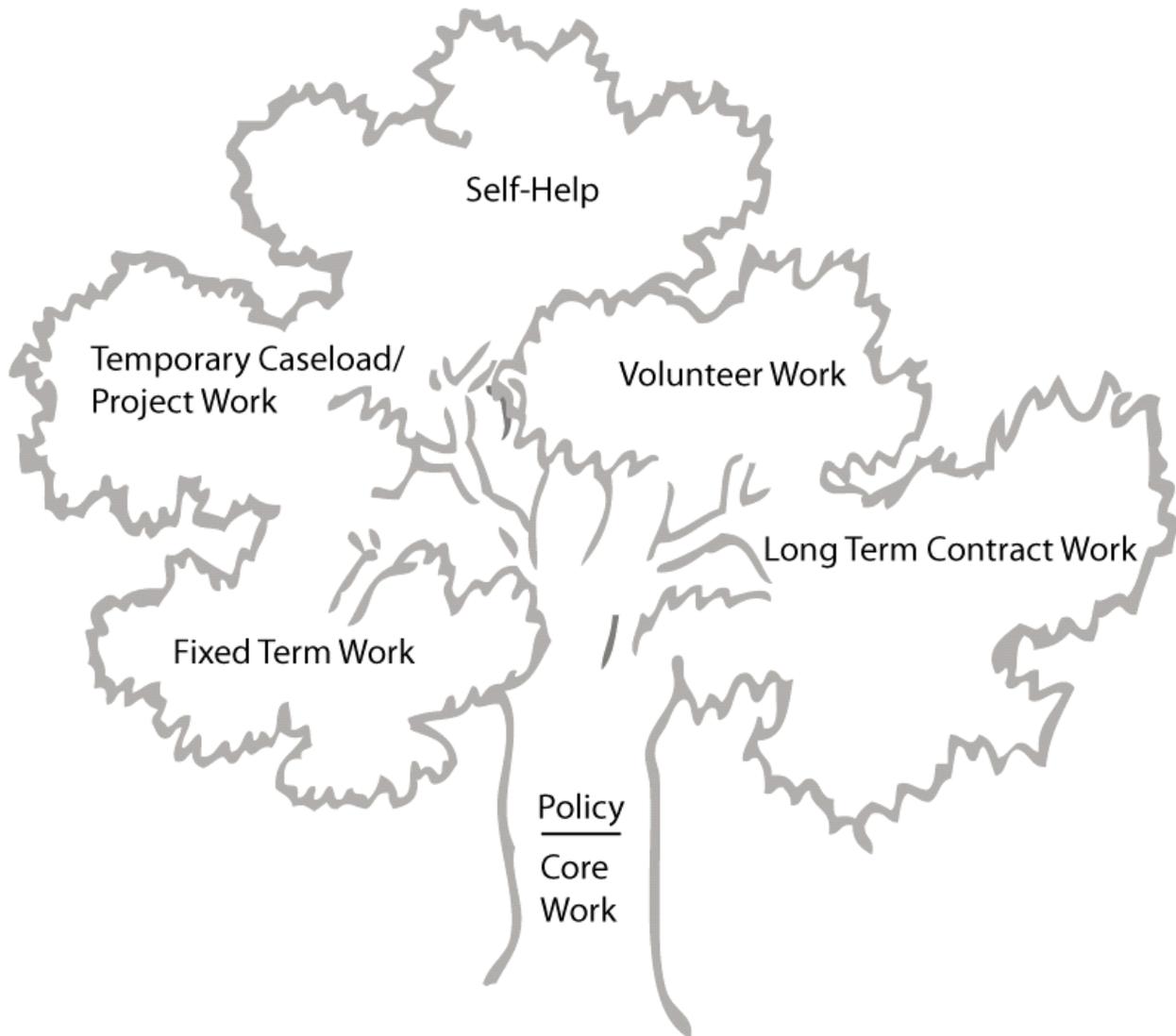
Historians have often observed that a strong middle class has contributed to the financial and political stability of our country. In 1914, Henry Ford astounded the business world by effectively doubling the wages of his assembly-line workers to \$5 a day and reducing their workday from 9 to 8 hours. Ford reasoned that since it was possible to mass-produce inexpensive automobiles more of his employees would buy them if their wages were raised. The \$5 day helped better the lot of all American workers and contributed to the emerging middle class. In the process he changed manufacturing forever.

So we are left with what appears to be a conundrum--pay fair and competitive wages and reduce services or provide robust services and reduce wages. Ford said, "It's not the employer who pays the wages. Employers only handle the money. It's the customer who pays the wages." So it is for government--the taxpayers pay the wages for public

employees. I believe the way to solve this dilemma is for the County to re-think the nature of County government. This may mean that in the future there will be fewer County employees, performing different tasks, in a different way.

Restructuring requires changing how work is done. The County is well along in its business process re-engineering. As we begin to change how work is done we also need to restructure the organization through which work gets done.

As I reflect on the nature of County's government I can envisage an organization that is like a tree.



The tree trunk or core is made up of those whose work is directly linked to the development and enactment of public policies and those who deliver mission-critical services. Branching out from the core I foresee work being performed by workers whose affiliation with the County is lessened by their distance from the core. The six branches emanating from the core represent the different employment relationships the County could have with its work force.

1. Policy/Core Work

This could be a smaller group than the present County workforce of approximately 5,300 permanent full and part-time employees. These are people who are essential to the organization and with whom the organization expects to

have a long-term relationship. Salaries and benefits for this group should be commensurate with their importance to the operation of the organization and the level and complexity of the work expected of them.

2. Fixed Term Work

The next category would include workers performing work that needs to be performed by public employees, but who would do so for a fixed term, similar to military enlistments. Some of these jobs would be much like the work done by today's permanent employees, except in this model, employment would end at a certain point in time. The County would have the option to extend the term or rehire the person, depending upon need. We would expect a more rapid turnover of employees in this category due to the more temporary nature of the relationship between the employee and the organization. There would also be costs associated with training a more transient workforce. Some workers in this category might resemble apprentices who join the organization to learn or enhance a skill and then move into the core or move on to another organization. Other workers might be more mature, experienced individuals who bring skills to the County that they have developed in other organizations. Salaries and benefits for these workers would reflect the more temporary nature of their affiliation with the organization.

3. Long Term Contract Work

This category would include long-term contractors whose workers are employees of private organizations that have an on-going relationship with the County. These arrangements would be similar to contracts the County has with the Private Defender Program, Humane Society, CalFire and Community-Based Organizations (CBOs).

4. Temporary Caseload/Project Work

This category would consist of temporary workers hired to either meet intermittent caseload demands or undertake special projects. This category would also include contractors hired for special projects i.e., construction, technology or professional engagements.

5. Volunteer Work

This relationship with the organization would include organized volunteers providing a variety of services. Currently, the Sheriff's Department and Library make extensive use of volunteers.

6. Self Help Work

The last category is work I would describe as "self-help." Over the years governments have undertaken responsibilities that were formerly within the purview of families and individuals. With diminished resources we will need to re-engage citizens in such work.

The changes that I have described above cannot be accomplished overnight and will be unsettling, even painful, for some. The County will need to engage the unions and the employees in meaningful and ongoing discussions about the future nature of work and how we should organize to accomplish it. Ultimately, some of these changes would require voter approval of a charter amendment.

Conclusion

Over the course of the last five years the Board has made many difficult decisions regarding service levels, and employees have made significant sacrifices by foregoing salary increases and having benefits reduced. By the end of FY 2012-13 the County will have eliminated a net of 766 positions or about a one-sixth of its work force. While there is some improvement in the local economy and stabilizing of revenues the County still faces many financial challenges. We must confront these challenges while navigating the uncharted waters of change.

There is a story about Sherlock Holmes and Watson going camping. In the middle of the night Holmes wakes up Watson and says, "Watson what do you see?" Watson said, "I see all the beauty and wonders of the universe." Holmes said, "Watson you fool our tent was stolen!" Like Holmes' tent the world we once knew is gone. It is up to us to design the world of tomorrow. We can no longer assume that what once worked well will work well in the future. Help will not be forthcoming from Washington, D.C. or Sacramento.

I am convinced that the only way forward is to remake the organization in a way that will provide financial stability and flexibility to meet the uncertainties ahead of us. The way we are organized and staffed to meet our responsibilities is a means not an end. The organizational structure must facilitate our work and not inhibit us. As an organization we will need to be both surefooted and nimble, strategic and focused with laser-like precision on our core businesses and clients. We will need to understand that we will not be able to do everything we once did and certainly not everything in the same way it was done before. We will need to utilize all available resources in the best way possible to meet the greatest needs of our community.

Charles Handy wrote in the Age of Paradox, "Change comes from small initiatives which work, initiatives which, imitated, become the fashion. We cannot wait for great visions from great people, for they are in short supply at the end of history. It is up to us to light our own small fires in the darkness."

I want to thank the men and women who work for San Mateo County for their sacrifices and commitment to public service and to the people of our community. I want to thank the County's management team for leading by example and continuing to do more with less. I want to thank the men and women that work in the County Manager's Office - Dave Holland, Reyna Farrales, Peggy Jensen, Mary McMillan, Jim Saco, Joanne Ward, Betsy Jack, Jack Yaco, Michael Bolander, Shanna Collins, Danielle Lee, Deanna Haskell, Beverly Thames, Connie Juarez-Diroll, Alicia Garcia, Marshall Wilson, Mina Lim, Joy Limin, and Rebecca Romero for their hard work in putting together this document and for always providing timely and accurate information on a myriad of subjects. Finally, I want to thank the Board of Supervisors for the nearly impossible job that you do in setting the direction and making tough decisions on complex matters. Most of the public does not see the long hours that a Board Member works or how conscientious you are in deliberating public policy. I also want to thank you for asking me to return for "one final lap" as County Manager. It's been a privilege to work for this County and for the Board of Supervisors. I look forward to working with you in the coming year to begin the process of transforming the organization to successfully meet the challenges ahead of us.

Sincerely,



John L. Maltbie,
County Manager



SHARED VISION 2001-2025

Healthy Community
*Safe Neighborhoods
Healthy Residents*



Decisions that affect a community should reflect the values of the community. That is the core belief behind San Mateo County's innovative visioning project called Shared Vision 2025.

What is visioning? Visioning is taking the initiative to create a future rather than let circumstance and chance dictate that future. It's creating a strategic plan that values long-term benefits over short-term gains.

Prosperous Community



For more than a decade the Board of Supervisors has repeatedly gone to the community to ask what goals the county should set for the future. The answers, overwhelmingly, have been that residents want a county that is **healthy, safe, prosperous, livable, collaborative and environmentally conscious**. This is Shared Vision 2025.

Livable Community



As a result, the Board of Supervisors, departments and the community are able to more fully appreciate the setting of funding priorities. Organizing this Recommended Budget by these areas quantifies the level of commitment to realizing the strategic plan.

Environmentally Conscious Community



Most important, Shared Vision 2025 sets a course for the County that enables the Board of Supervisors to avoid crisis-driven decision making and instead focus on long-term values. It fosters more thoughtful and collaborative approaches to problem solving and ensures decisions are based not just on meeting immediate need but are equally focused on future benefit.

Collaborative Community



2012 KEY INITIATIVES CONTRIBUTING TO SHARED VISION 2025



Safe

BOARD OF SUPERVISORS: Arrange for Caltrans to hire former jail inmates to work on State roads with the goal of improving safety and reducing recidivism.

CORONER'S OFFICE: Increase participation in the Save-A-Life and Every 15 Minutes programs to expose youth to the consequences of reckless and violent behavior.

DISTRICT ATTORNEY: Train office staff and partner agencies on State realignment legislation, and successfully implement related changes within the criminal justice system.

INFORMATION SERVICES DEPARTMENT: Increase the ability of criminal justice agencies to effectively communicate by replacing the Criminal Justice Information System (CJIS) with an improved and secure system.

PROBATION: Seek innovative ways for supervising and managing the formerly incarcerated individuals to protect public safety and to improve the ability of individuals to successfully reenter society.

PUBLIC SAFETY COMMUNICATIONS: Continue to work with the County and City Managers to determine the feasibility of consolidated law enforcement communications.

SHERIFF'S OFFICE: Continue construction of a replacement jail facility to adequately meet our current and future custody needs, including future state realignment prisoner populations.



Healthy

BOARD OF SUPERVISORS: Ensured residents on our coast have access to quality health care by enlarging and renovating the Coastside Clinic in Half Moon Bay.

COUNTY COUNSEL: Provide medical malpractice legal services in house.

FIRST 5: Promote school readiness and seek to close the achievement gap in target communities through the Bridges to Success program.

HEALTH SYSTEM: Prepare for healthcare reform and respond to criminal justice realignment.

REAL PROPERTY: Enable the construction of South County Consolidated Health Clinic by negotiating amendments to clinics leases allowing them to relocate.



Prosperous

BOARD OF SUPERVISORS: Provide awards of up to \$5,000 each to eight San Mateo County educators for innovative projects that promote the study of science, technology, engineering and mathematics.

CHILD SUPPORT SERVICES: Evaluate the effectiveness of an electronic workflow mail system allowing the department to scan and upload incoming mail directly into the child support system.

HUMAN SERVICES AGENCY: Implement Healthcare Enrollment Expansion in preparation for healthcare reform and improve the current client service environment.

2012 KEY INITIATIVES CONTRIBUTING TO SHARED VISION 2025



Livable

DEPARTMENT OF HOUSING: Partner with MidPeninsula Housing Corporation to build an initial 60-units of Half Moon Village, an affordable senior housing complex.

COUNTY LIBRARY: Provide services and resources that promote the love of reading and learning in children.

PLANNING AND BUILDING DEPARTMENT: Develop a community Climate Action Plan and other resources to assist in reducing greenhouse gas emissions and limiting energy use.



Environmentally Conscious

BOARD OF SUPERVISORS: Encourage the use of our County parks and promote healthy living by sponsoring Take A Hike.

AGRICULTURAL COMMISSIONER/SEALER: Convert Pest Detection maps to the new State Trapping Grid to ensure statewide consistency.

ASSESSOR-COUNTY CLERK-RECORDER/ELECTIONS OFFICE: Promote the “Go Green” program that enables voters to receive ballots and voter information pamphlets online.

DEPARTMENT OF PUBLIC WORKS: Protect water quality and prevent sanitary sewer overflows into streams by completing the final design and commencing construction of Crystal Springs County Sanitation District Master Plan Capital Improvements.



Collaborative

BOARD OF SUPERVISORS: Sponsor and organize Disaster Preparedness Day in cooperation with local law enforcement agencies, fire departments and community groups.

CONTROLLER'S OFFICE: Select a new Human Resource Payroll Information System to reduce costs and improve efficiency.

COUNTY MANAGER'S OFFICE: Lead Five-Year Budget Plan to eliminate the structural deficit by FY 2017 through a combination of revenues and economic development, labor cost savings, shared services and operational efficiencies.

HUMAN RESOURCES: Expand wellness program that promotes healthy living by employees and reduces health care costs.

TAX COLLECTOR-TREASURER: Develop process to accept tax payments at Half Moon Bay facility by November 2012.

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COUNTY OF SAN MATEO 2012 - 2013 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: 718,451

NUMBER OF HOUSING UNITS: 271,031¹

UNEMPLOYMENT RATE: 7.5 percent (March 2012)²

PER CAPITA INCOME: \$43,958³

MEDIAN HOUSEHOLD INCOME: \$85,684⁴

ASSESSED VALUE OF TAXABLE PROPERTY: \$142.5 billion in 2011⁵

TAXABLE SALES: \$11.96 billion in 2010⁶

AGRICULTURAL PRODUCTION: \$143.7 million in 2010⁷

San Mateo County Overview

THE COUNTY WAS ESTABLISHED ON APRIL 19, 1856 and is one of California's 58 counties.

Within its 455 square miles San Mateo County is home to some of the most spectacular and varied geography in the United States. It stretches from the Pacific Ocean to San Francisco Bay and 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. It also has thriving small businesses.

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 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.

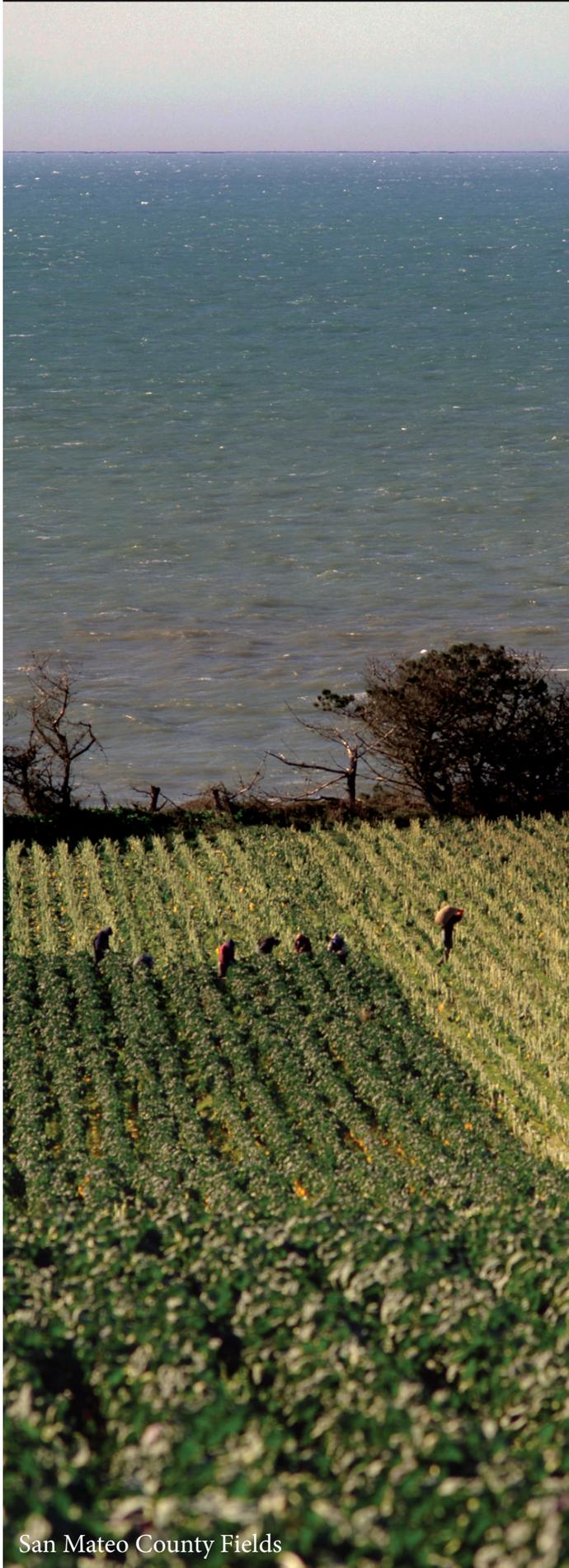
Our Mission

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.





San Mateo County Fields

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 in 1846 following hostilities with Mexico. The discovery of gold in the Sierra foothills brought a wave of settlers and statehood to California in 1850. 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.

San Mateo County had 3,214 residents in 1856. The county bears the Spanish name for St. Matthew.

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 is used for special events 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 incorporations.

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



South San Francisco City Hall

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 1974. Three 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 729,443 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 attracts 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.^{8,9,10}



County Center, Redwood City



San Mateo County Government

SAN MATEO COUNTY IS GOVERNED by a five-member Board of Supervisors. Supervisors are elected in a countywide vote but each must live within a separate geographic district. The districts are roughly equal in population but vary 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

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

CAROLE GROOM, 2ND DISTRICT

Belmont, Foster City, San Mateo

DON HORSLEY, 3RD DISTRICT

Atherton, Redwood Shores, Half Moon Bay, Pacifica, San Carlos, Portola Valley, Woodside, Devonshire, El Granada, Emerald Lake Hills, Harbor Industrial, La Honda, Ladera, Loma Mar, Los Trancos Woods/Vista Verde, Menlo Oaks, Montara/ Moss Beach, Palomar Park, Pescadero, Princeton, San Gregorio, South Coast/Skyline, Sequoia Tract, Skylonda, Stanford Lands and West Menlo Park

ROSE JACOBS GIBSON, 4TH DISTRICT

Redwood City, Menlo Park, East Palo Alto, North Fair Oaks, Oak Knoll

ADRIENNE J. TISSIER, 5TH DISTRICT

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

County Statistical Profile

Population

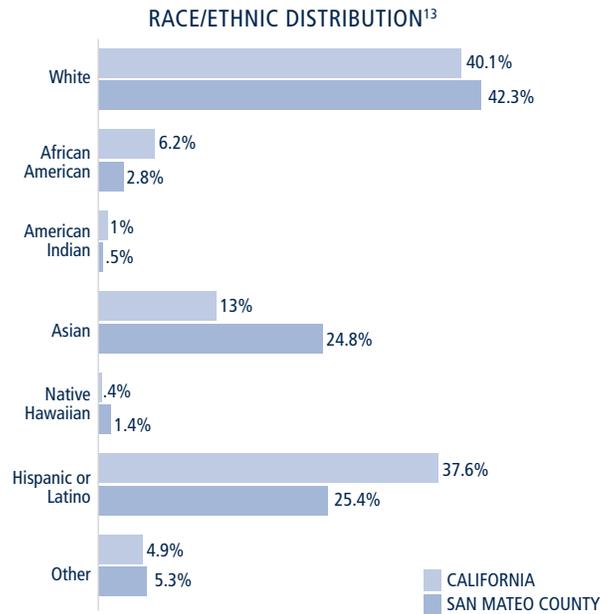
THE 2010 CENSUS TALLIED 718,451 PEOPLE living in San Mateo County, a modest 1.6 percent increase from the 2000 Census.

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.

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

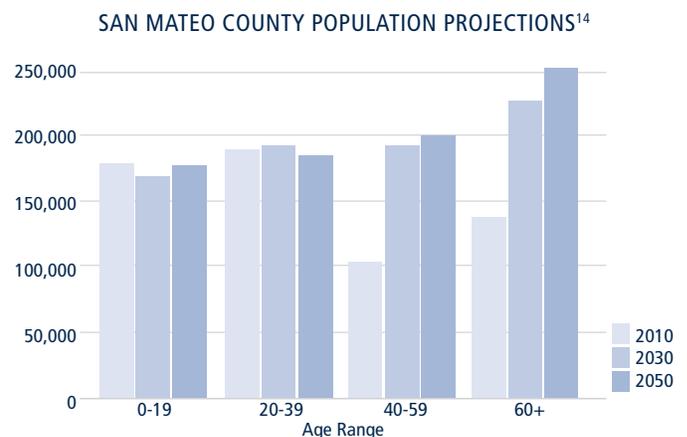
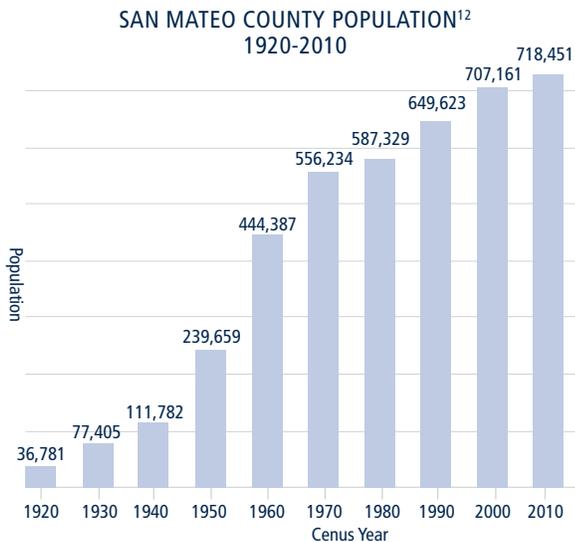
San Mateo County's racial and ethnic composition is as varied as its geography. The county continues to see growth in the Hispanic and Asian populations and a decline in the white population.



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.



Employment and Industry

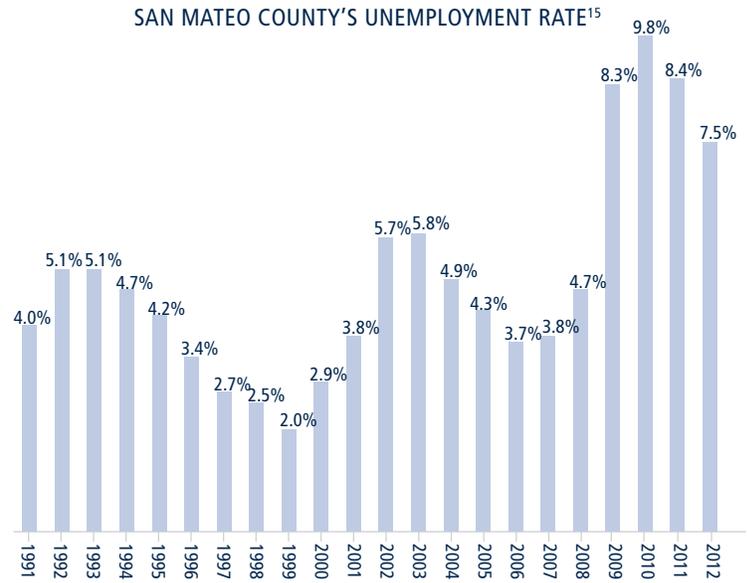
SAN MATEO COUNTY IS HOME TO DIVERSE BUSINESSES, from international corporations to small shops and manufacturers. The county's largest employers include Genentech, Inc., Oracle Corp., San Mateo County, Kaiser Permanente, Mills-Peninsula Health Services, Electronic Arts, Inc., United Airlines and the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

San Mateo County is also home to seven of the 10 largest venture capital firms in the Bay Area. These firms fuel innovation by providing early funding for high-risk — and potentially high-reward — start-up companies.

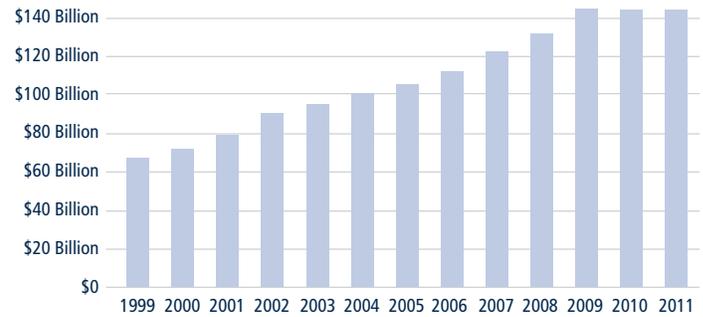
Five of the Bay Area's 10 largest biotech patent recipients in 2009 also called San Mateo County home. And five of the Bay Area's largest software companies are based in San Mateo County.

Yet the county is not immune to the forces affecting the overall economy. San Mateo County's unemployment rate stood at 7.5 percent in early 2012, far above historic levels but still below the state average.

SAN MATEO COUNTY'S UNEMPLOYMENT RATE¹⁵



TOTAL TAXABLE ASSESSED VALUE¹⁶



CIVILIAN EMPLOYED POPULATION BY INDUSTRY 16 AND OVER 2010¹⁷



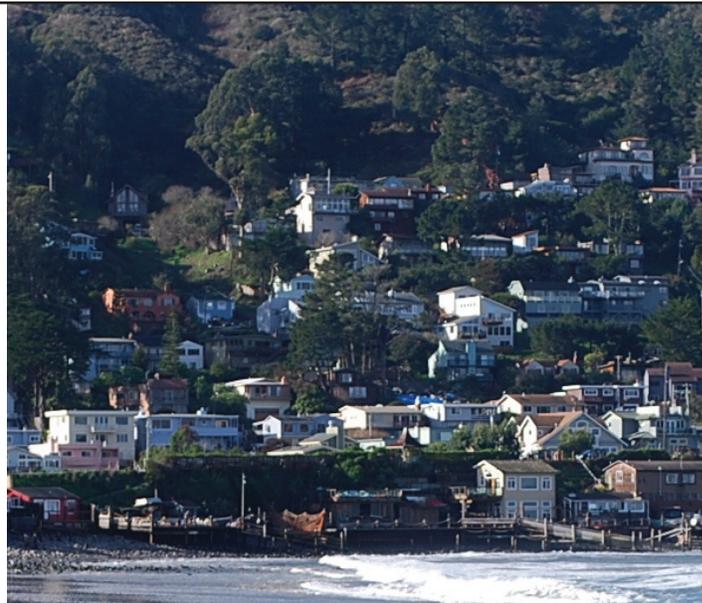
Income and Housing

SAN MATEO COUNTY'S MEDIAN HOUSEHOLD INCOME in 2010 was \$85,684, and per capita income was \$43,958. By comparison, California's median household income was \$60,883 and per capita income was \$29,188 in 2010.¹⁸

Incomes may be higher overall in San Mateo County than in the rest of the state but housing prices are as well. Median housing prices (new and resale houses and condominiums) for April 2011 were \$550,000 in San Mateo County, \$390,000 in the Bay Area, and \$249,000 in California overall.

Rents continue to increase. Average rent for a two-bedroom apartment in San Mateo County was \$2,066 in the first quarter of 2012, up 17.1 percent from the previous year.

The number of financially distressed homeowners who were issued notices of default — the first step in the foreclosure process — fell 12.1 percent during the first three months of 2011 compared with the same period in 2010.



Housing Costs

The median monthly housing costs for mortgaged owners was \$3,184, nonmortgaged owners \$508, and renters \$1,443. More than 50 percent (51.6) of owners with mortgages, 13.5 percent of owners without mortgages, and 47 percent of renters in San Mateo County spent 30 percent or more of household income on housing.

OCCUPANTS WITH A HOUSING COST BURDEN IN SAN MATEO COUNTY, CALIFORNIA IN 2009²⁰



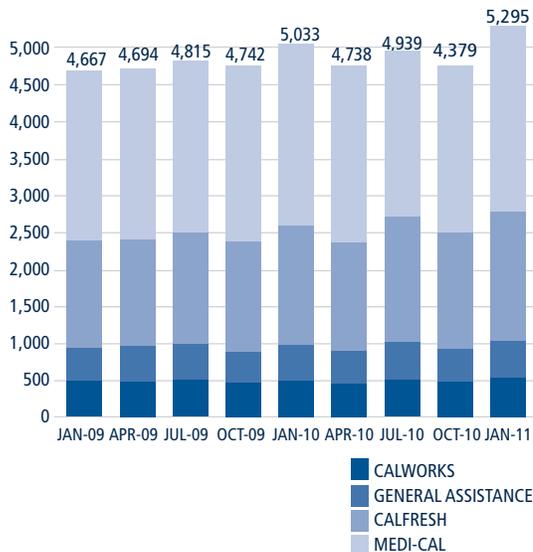
NOTICES OF DEFAULT

County/Region	NOTICES OF DEFAULT			Change from 2011-2012
	Q1 2010	Q1 2011	Q1 2012	
San Mateo County	943	829	612	-26.2%
Bay Area	13,517	11,388	8,761	-22.8%
California	81,054	68,239	56,258	-17.6%

REAL ESTATE TRANSACTIONS¹⁹

	Sales Volume			Median Price		
	March 11	March 12	%Chng	March 11	March 12	%Chng
All homes						
Alameda	1,400	1,539	9.9%	\$341,000	\$328,000	-3.8%
Contra Costa	1,414	1,519	7.4%	\$245,000	\$256,500	4.7%
Marin	249	269	8.0%	\$668,250	\$565,000	-15.5%
Napa	128	127	-0.8%	\$308,000	\$328,000	6.5%
Santa Clara	1,665	1,781	7.0%	\$460,000	\$475,000	3.3%
San Francisco	495	551	11.3%	\$650,000	\$650,000	0.0%
San Mateo	579	645	11.4%	\$555,000	\$541,500	-2.4%
Solano	608	688	13.2%	\$190,000	\$189,000	-0.5%
Sonoma	513	575	12.1%	\$285,000	\$295,000	3.5%
Bay Area	7,051	7,694	9.1%	\$360,000	\$358,000	-0.6%

PUBLIC ASSISTANCE APPLICATIONS²¹



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.

Cargo tonnage at the Port for the first three quarters of Fiscal Year 2011-2012 (July 1, 2011, to June 30, 2012) was 965,033 metric tons, an increase of 390,165 metric tons or more than 68 percent than the first three quarters of the previous fiscal year. Fifty-five vessels (37 ships and 18 barges) made calls during the first three quarters of the fiscal year compared to 33 vessels (21 ships and 12 barges during the same period during the prior fiscal year.²²

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.

Passenger traffic grew 4.1 percent in calendar year 2011, to 41 million. Strong growth continued into the early months of 2012: the number of passengers traveling at SFO grew by 10.9 percent from March 2012 over March 2011.

In 2011 international travel accounted for nearly a quarter of the overall passenger traffic, or 9 million passengers.

SFO was the 23rd busiest airport in the world in 2010 (the latest year global figures are available) and the ninth busiest in the United States in passenger volume.

SAN FRANCISCO INTERNATIONAL AIRPORT
COMPARATIVE TRAFFIC REPORTS²³

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.

Caltrain

Rail passenger service on the Peninsula began in 1863. Today, Caltrain operates along 77 miles of track from San Francisco to Gilroy.

Although ridership has increased sharply since 2004, Caltrain faces a fiscal crisis. Caltrain is the only transit system in the Bay Area without a permanent, dedicated source of funding. Other agencies rely on money from sales taxes, property taxes, state funding and other sources. Caltrain has no such source.

The agency is exploring numerous options to improve its finances.

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.

SamTrans also provides paratransit service to more than 1,100 people each day.



Safety

PUBLIC SAFETY IS A TOP PRIORITY. A community's crime rate can be linked to the overall quality of life. In 2009, San Mateo County's violent crime was among the lowest in the state at 276.1 violent crimes per 100,000 residents. The violent crime rate for the state of California by comparison was 453.6 per 100,000 residents.

SAN MATEO COUNTY CRIMES²⁴

Category/crime	2005	2006	2007	2008	2009
Violent crimes	2,447	2,195	2,129	2,167	2,072
Homicide	30	22	13	18	16
Forcible rape	155	155	144	142	128
Robbery	715	716	700	731	734
Agg. Assault	1,547	1,302	1,272	1,276	1,194
Property crimes	9,744	9,504	8,422	9,463	8,677
Burglary	3,335	2,969	2,547	2,854	3,072
Vehicle Theft	2,732	2,749	2,219	2,415	1,988
Total larceny-theft	12,561	12,074	10,774	11,698	10,712
Over \$400	3,677	3,786	3,656	4,194	3,617
\$400 And under	8,884	8,288	7,118	7,504	7,095
Arson	151	149	149	118	125



Coyote Point County Park, San Mateo

Health

SAN MATEO COUNTY IS COMMITTED TO A HEALTHY COMMUNITY. A recent report by the Robert Wood Johnson Foundation ranked San Mateo County as the fifth healthiest out of California's 58 counties on a number of key measures. These included premature death and the number of adults without health insurance, among others.

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



Junipero Serra County Park, San Bruno

Education

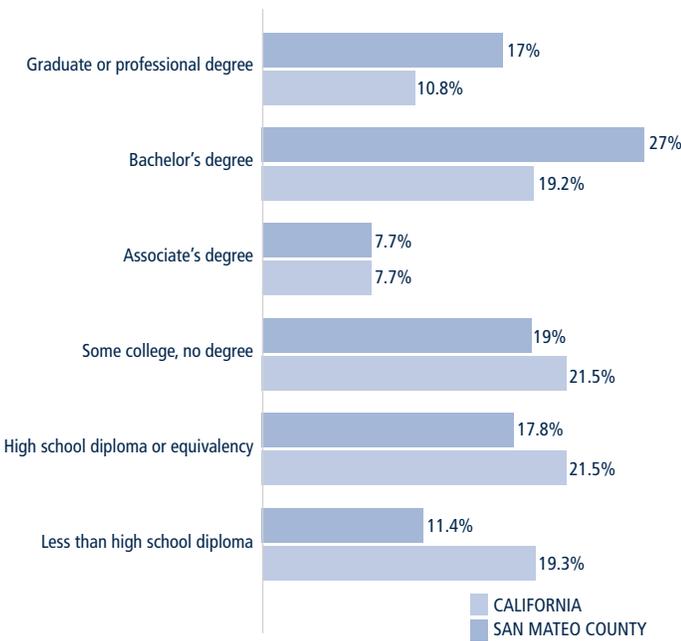
SAN MATEO COUNTY IS HOME TO 183 PUBLIC SCHOOLS and many private schools. Public school enrollment rose to 92,124 in the 2010-11 school year, from 91,373 in 2009-10 and 89,941 in 2008-09. College or graduate school enrollment was 53,653.²⁵

In 2010, 88 percent of people 25 years and older had at least graduated from high school, 44 percent had bachelor's degree or higher and 11.4 percent were dropouts.

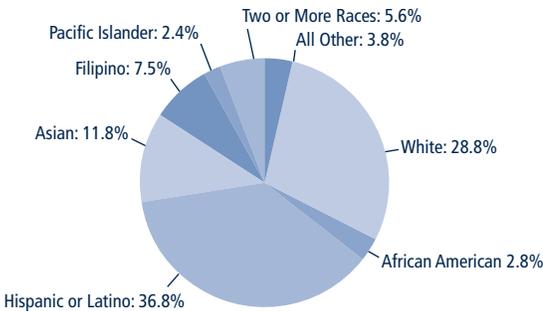


The ethnic composition of the student population has changed over the past decade. The percentage of white students has declined while the percentage of other ethnic groups has grown.

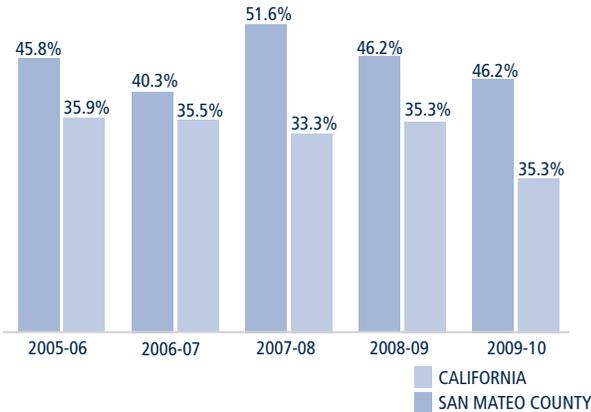
EDUCATIONAL ATTAINMENT OF PEOPLE IN SAN MATEO COUNTY VS. STATE IN 2009²⁶



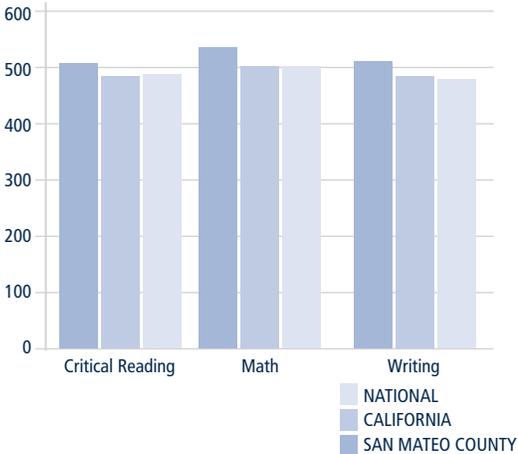
ETHNIC, LANGUAGE AND SOCIOECONOMIC DIVERSITY IN SAN MATEO COUNTY 2008-09²⁸
PUBLIC SCHOOL STUDENT ETHNICITY



PERCENTAGE OF HIGH SCHOOL GRADUATES WITH UC/CSU REQUIRED COURSES²⁷



AVERAGE SAT SCORES 2008-2009²⁹



Sources

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Photo credits:

Photos by Jack Yaco, Gina Wilson, Marshall Wilson, Caltrain, SamTrans and Scott Buschman Photography



San Mateo County STARS Awards FY 2010-11

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

<i>Description</i>	<i>Award Amount</i>
Housing's Moving to Work Program – Tiered Subsidy Initiative - Develops affordable housing and self-sufficiency strategies for low-income families by permitting exemptions from certain public housing rules. The program reduces the time-line from homelessness to stable housing, supports increased savings, and empowers participants to make clear and informed decisions regarding their housing solutions.	\$20,000
Benefits/Wellness Program - The County's Benefits/Wellness Program has implemented several innovative and cost-saving initiatives during the last several years including 1) new online benefits system, which provides employee self-service benefits enrollment, helps to effectively manage employee health plan eligibility, and reduces overall County costs, and 2) comprehensive Wellness Program that improves employee health while controlling rising healthcare cost. A County Wellness Policy was recently adopted by the Board of Supervisors with the intent of providing healthy and supportive work environments, and encourages employees to make healthier decisions.	\$20,000
<i>Honorable Mention:</i> San Mateo Medical Center (SMMC) Teledermatology Program - The SMMC Teledermatology Program offers timely access to dermatology consultations, resulting in the reduced number of patient trips, appointment waiting times, and overall program costs through the use of digital technology.	\$10,000

Customer Service Award

<i>Description</i>	<i>Award Amount</i>
Health Coverage Unit (HCU) Hotline - The HCU Hotline has expanded its service to assist uninsured residents in finding affordable health insurance coverage through telephone assistance while continuing to improve operation effectiveness and efficiency and maintain positive customer experience and retention rates through staff training, coaching, and the use of technology. The program also develops new strategies to enable quicker response times and simpler communication to allow for higher quality customer service.	\$10,000

Green Award

<i>Description</i>	<i>Award Amount</i>
Sheriff's Green Jails - Efficient Portion Control Staff Meals - The Corrections Division transitioned their meal service from "Buffet" style to "Portion Control" style, resulting in cost savings and decreased waste from excess food and paper products. This new style of food service also has added health benefits for staff by providing nutritionally balanced and portion appropriate meals.	\$5,000

Employee Suggestion Award

<i>Employee(s) / Department</i>	<i>Suggestion</i>	<i>Type of Award</i>	<i>Award Amount</i>
Julie Goebel, Human Resources Department	Implement an internal Management Talent Exchange Program (pilot)	Indirect	\$100
Coleen Leong, Controller's Office	Explore inviting food trucks (with healthy and diverse options) to sell food near County facilities	Indirect	\$100
Marina Yu, Housing Department	Explore solar facility systems for existing and newly acquired facilities	Indirect	\$100



COUNTY SUMMARIES

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



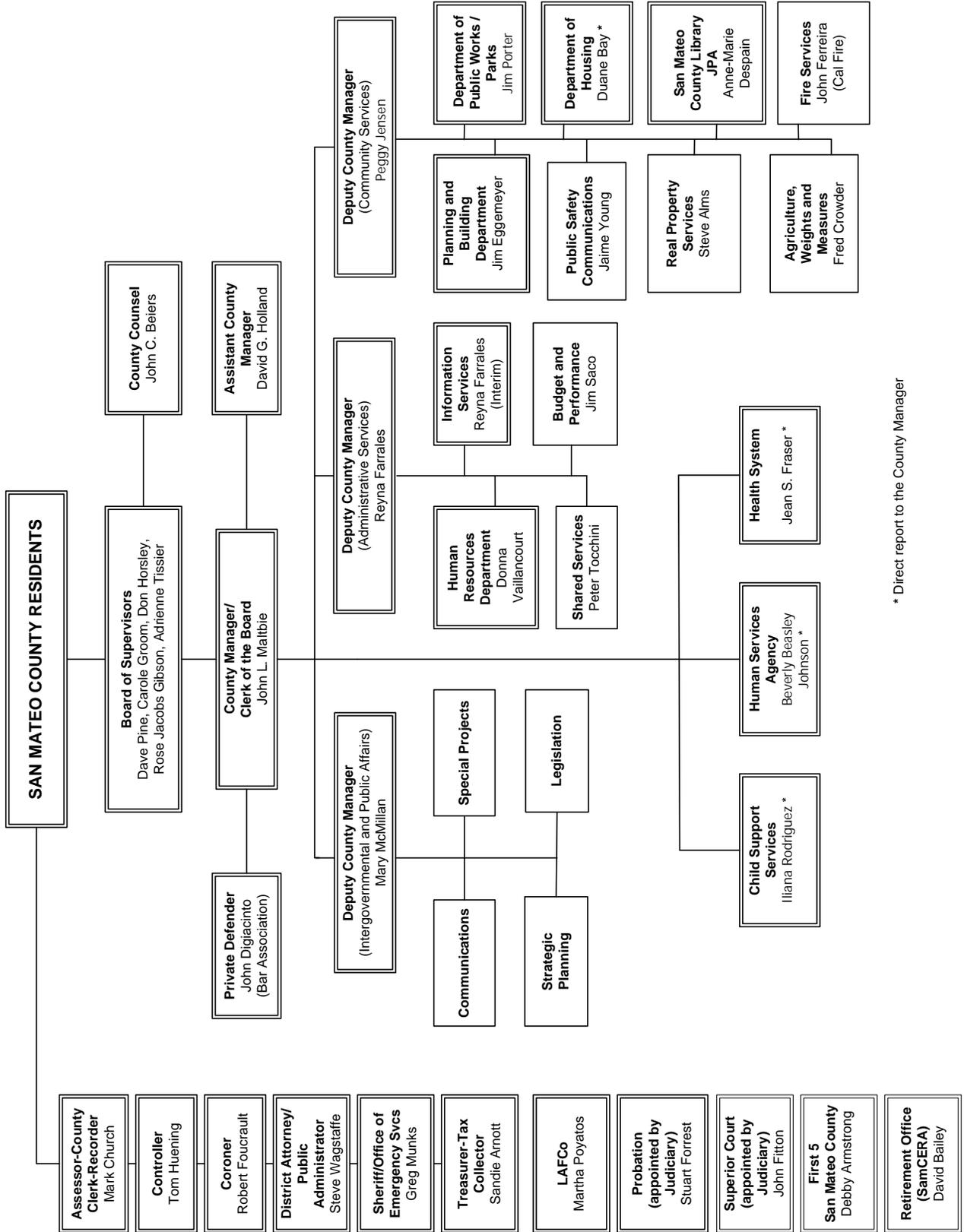
Environmentally Conscious Community

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



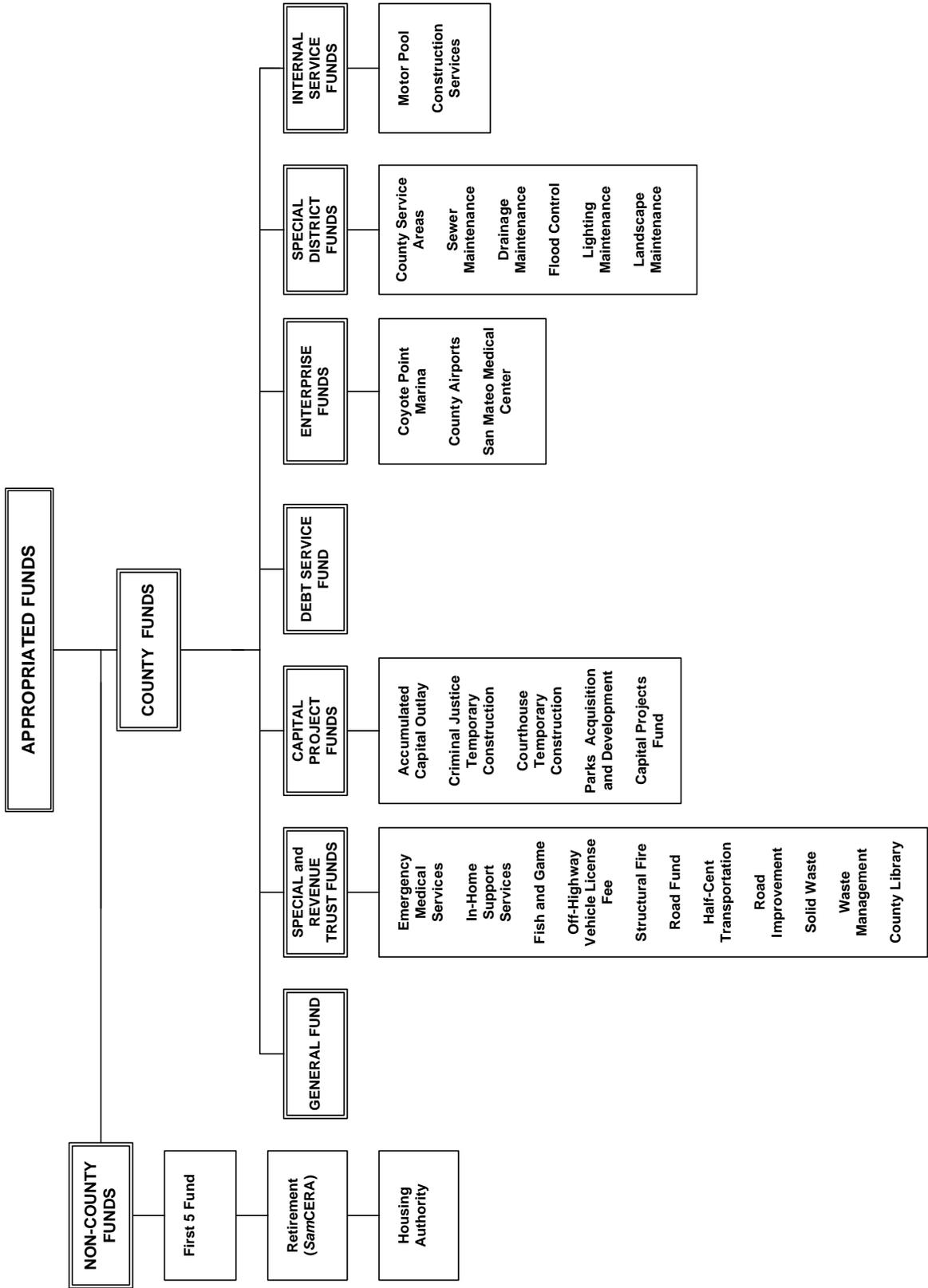
Collaborative Community

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



* 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.

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.

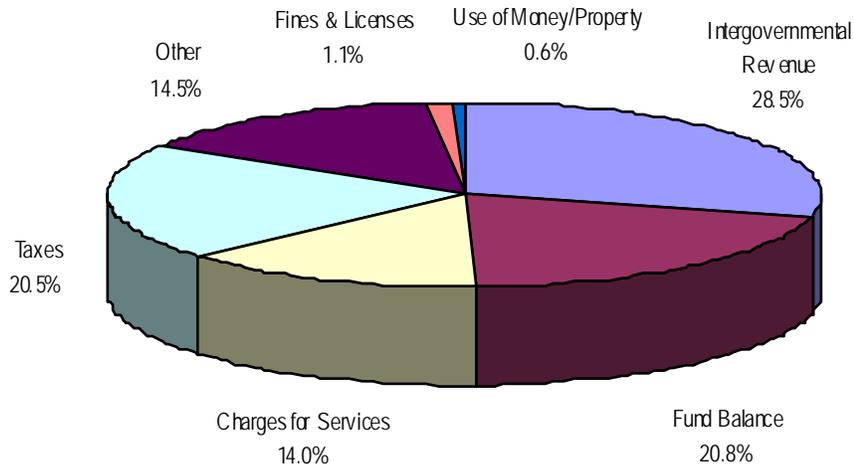
Non-County Funds

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.

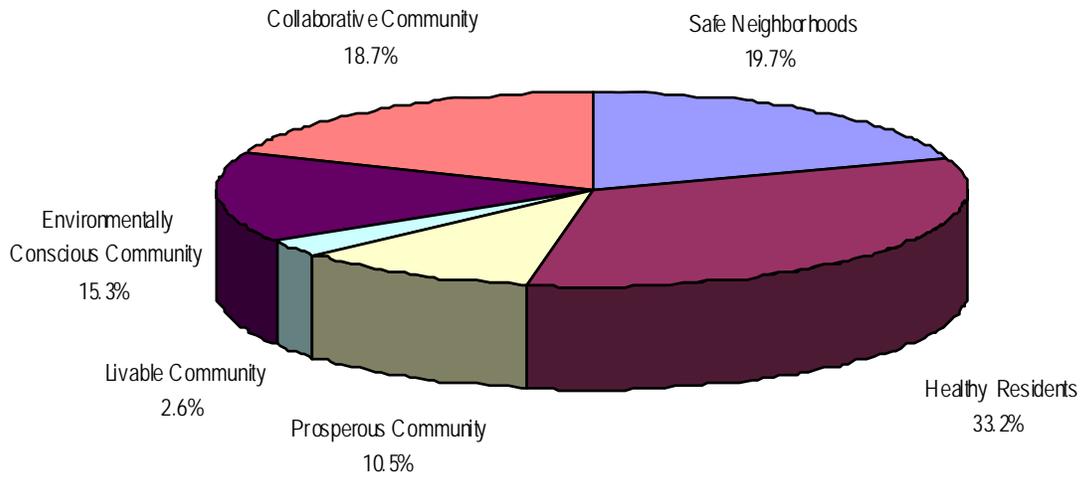
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing 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 2012-13 Recommended Sources



Sources of Funds	Recommended FY 2012-13	Percent of Total
Taxes	376,479,436	20.51%
Licenses, Permits and Franchises	8,525,690	0.46%
Fines, Forfeitures and Penalties	11,140,203	0.61%
Use of Money and Property	10,456,768	0.57%
Intergovernmental Revenues	523,969,597	28.54%
Charges for Services	256,613,396	13.98%
Interfund Revenue	97,646,611	5.32%
Miscellaneous Revenue	27,191,315	1.48%
Other Financing Sources	141,651,860	7.72%
Fund Balance	382,160,528	20.82%
TOTAL SOURCES	1,835,835,404	100.00%

All County Funds FY 2012-13 Recommended Requirements



Use of Funds	Recommended FY 2012-13	Percent of Total
Safe Neighborhoods	361,097,769	19.67%
Healthy Residents	610,259,601	33.24%
Prosperous Community	191,976,839	10.46%
Livable Community	46,947,748	2.56%
Environmentally Conscious Community	281,658,748	15.34%
Collaborative Community	343,894,699	18.73%
TOTAL REQUIREMENTS	1,835,835,404	100.00%

County of San Mateo
Total Requirements - All Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
TOTAL REQUIREMENTS					
Safe Neighborhoods	299,434,879	323,544,661	338,260,049	352,030,054	13,770,005
Healthy Residents	312,946,649	306,629,740	310,401,457	327,855,411	17,453,954
Prosperous Community	183,505,642	187,074,464	195,938,490	191,976,839	(3,961,651)
Livable Community	15,466,029	15,450,418	17,374,926	15,610,312	(1,764,614)
Environmentally Conscious Community	37,678,549	38,568,697	42,291,074	41,431,978	(859,096)
Collaborative Community	380,345,854	382,242,958	285,628,665	296,153,615	10,524,950
Subtotal General Fund	1,229,377,601	1,253,510,939	1,189,894,661	1,225,058,209	35,163,548
Medical Center Enterprise Fund	244,220,929	267,399,276	276,402,331	258,759,182	(17,643,149)
Coyote Point Marina Operating Fund	1,807,915	2,317,033	3,336,971	3,448,055	111,084
County Airports Fund	8,077,917	6,017,087	5,197,690	6,551,036	1,353,346
Special Revenue and Trust Funds	118,501,051	117,697,822	116,653,370	117,879,275	1,225,905
Capital Projects Funds	26,175,594	82,613,470	36,434,784	96,812,727	60,377,943
Debt Service Fund	46,405,711	46,917,211	47,469,104	47,741,084	271,980
Special Districts Funds	58,760,688	62,723,476	65,107,469	63,356,400	(1,751,069)
Internal Service Funds	14,043,304	14,385,636	15,854,537	16,229,436	374,899
Total Non-General Fund	517,993,108	600,071,012	566,456,256	610,779,197	44,320,939
Total Requirements - All Funds	1,747,370,709	1,853,581,951	1,756,350,917	1,835,835,404	79,484,487
Total Sources - All Funds	1,747,370,709	1,853,581,951	1,756,350,917	1,835,835,404	79,484,487
AUTHORIZED POSITIONS					
Salary Resolution	5,530.0	5,441.0	5,322.0	5,088.0	(234.0)
Funded FTE	5,369.4	5,235.7	5,114.1	4,940.6	(173.5)

County of San Mateo
All Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	416,427,993	403,421,015	359,402,557	376,479,436	17,078,879
Licenses, Permits and Franchises	9,543,507	8,497,921	8,124,275	8,525,690	401,415
Fines, Forfeitures and Penalties	12,206,835	12,644,958	10,524,883	11,140,203	615,320
Use of Money and Property	8,974,477	12,053,585	10,219,447	10,456,768	237,321
Intergovernmental Revenues	426,255,588	466,954,800	479,651,202	523,969,597	44,318,395
Charges for Services	256,091,396	256,924,923	283,893,065	256,613,393	(27,279,669)
Interfund Revenue	94,664,269	91,477,172	101,064,054	97,646,611	(3,417,443)
Miscellaneous Revenue	41,156,321	40,766,954	39,573,686	27,191,315	(12,382,371)
Other Financing Sources	69,632,973	122,409,988	65,469,598	141,651,860	76,162,262
Total Revenue	1,334,953,359	1,415,151,316	1,357,922,767	1,453,674,876	95,752,109
Fund Balance	412,417,350	438,430,635	398,428,150	382,160,528	(16,267,622)
TOTAL SOURCES	1,747,370,709	1,853,581,951	1,756,350,917	1,835,835,404	79,484,487
REQUIREMENTS					
Salaries and Benefits	678,850,399	711,037,095	742,357,668	740,299,450	(2,058,218)
Services and Supplies	431,590,072	424,004,905	490,590,088	492,103,439	1,513,351
Other Charges	280,624,537	286,649,485	307,233,370	301,799,601	(5,433,769)
Fixed Assets	19,076,842	79,544,391	57,302,789	111,884,448	54,581,659
Other Financing Uses	68,498,441	123,477,619	66,051,861	92,614,283	26,562,422
Gross Appropriations	1,478,640,291	1,624,713,494	1,663,535,776	1,738,701,221	75,165,445
Intrafund Transfers	(166,704,389)	(169,087,637)	(181,840,631)	(165,751,749)	16,088,882
Net Appropriations	1,311,935,902	1,455,625,857	1,481,695,145	1,572,949,472	91,254,327
Contingencies/Dept Reserves	435,434,807	397,956,094	274,655,772	262,885,932	(11,769,840)
TOTAL REQUIREMENTS	1,747,370,709	1,853,581,951	1,756,350,917	1,835,835,404	79,484,487
AUTHORIZED POSITIONS					
Salary Resolution 5,530	5,530.0	5,441.0	5,322.0	5,088.0	(234.0)
Funded FTE	5,369.4	5,235.7	5,114.1	4,940.6	(173.5)

County of San Mateo
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	382,854,036	371,276,557	329,717,886	346,156,907	16,439,021
Licenses, Permits and Franchises	5,201,051	5,400,251	5,559,151	5,797,825	238,674
Fines, Forfeitures and Penalties	9,792,870	10,019,389	8,562,142	8,707,972	145,830
Use of Money and Property	5,258,248	7,778,916	6,893,990	7,186,424	292,434
Intergovernmental Revenues	349,057,258	364,024,410	384,188,925	403,981,491	19,792,566
Charges for Services	98,636,489	89,827,354	101,949,889	106,723,787	4,773,898
Interfund Revenue	59,118,903	61,963,081	70,195,107	66,217,826	(3,977,281)
Miscellaneous Revenue	28,191,124	34,408,167	28,162,432	21,804,951	(6,357,481)
Other Financing Sources	818,142	572,787	242,363	172,266	(70,097)
Total Revenue	938,928,121	945,270,912	935,471,885	966,749,449	31,277,564
Fund Balance	290,449,482	308,240,027	254,422,776	258,308,760	3,885,984
TOTAL SOURCES	1,229,377,601	1,253,510,939	1,189,894,661	1,225,058,209	35,163,548
REQUIREMENTS					
Salaries and Benefits	508,032,720	534,093,827	559,504,103	568,258,135	8,754,032
Services and Supplies	309,863,144	302,805,515	343,415,595	347,212,462	3,796,867
Other Charges	207,782,740	211,265,024	223,774,758	219,416,254	(4,358,504)
Fixed Assets	1,696,048	7,408,395	7,447,753	9,926,209	2,478,456
Other Financing Uses	49,208,802	103,986,145	44,631,334	71,867,167	27,235,833
Gross Appropriations	1,076,583,454	1,159,558,906	1,178,773,543	1,216,680,227	37,906,684
Intrafund Transfers	(156,027,147)	(158,479,233)	(171,954,828)	(156,565,600)	15,389,228
Net Appropriations	920,556,307	1,001,079,673	1,006,818,715	1,060,114,627	53,295,912
Contingencies/Dept Reserves	308,821,295	252,431,266	183,075,946	164,943,582	(18,132,364)
TOTAL REQUIREMENTS	1,229,377,601	1,253,510,939	1,189,894,661	1,225,058,209	35,163,548
AUTHORIZED POSITIONS					
Salary Resolution	4,018.0	3,943.0	3,866.0	3,857.0	(9.0)
Funded FTE	3,983.9	3,868.5	3,769.0	3,794.1	25.1

Safe Neighborhoods
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	15,069	14,092	13,300	13,315	15
Fines, Forfeitures and Penalties	8,098,447	8,862,310	7,805,534	7,764,500	(41,034)
Intergovernmental Revenues	77,823,472	84,208,464	95,058,215	121,501,489	26,443,274
Charges for Services	18,384,804	18,948,822	21,794,863	19,716,222	(2,078,641)
Interfund Revenue	17,931,726	19,323,562	20,197,721	9,094,840	(11,102,881)
Miscellaneous Revenue	2,255,100	2,624,187	1,784,302	1,996,880	212,578
Other Financing Sources	461,870	303,215			
Total Revenue	124,970,488	134,284,651	146,653,935	160,087,246	13,433,311
Fund Balance	13,849,490	14,231,218	17,689,366	18,034,057	344,691
TOTAL SOURCES	138,819,978	148,515,869	164,343,301	178,121,303	13,778,002
REQUIREMENTS					
Salaries and Benefits	193,685,489	210,443,983	218,758,083	227,329,409	8,571,326
Services and Supplies	62,609,709	61,037,758	68,151,713	73,289,000	5,137,287
Other Charges	55,017,832	56,186,719	56,428,802	56,844,879	416,077
Fixed Assets	938,008	6,223,886	3,992,579	4,913,548	920,969
Other Financing Uses	924,698	1,880,796	904,300	905,009	709
Gross Appropriations	313,175,736	335,773,142	348,235,477	363,281,845	15,046,368
Intrafund Transfers	(20,338,952)	(20,434,446)	(19,763,392)	(20,666,079)	(902,687)
Net Appropriations	292,836,784	315,338,696	328,472,085	342,615,766	14,143,681
Contingencies/Dept Reserves	6,598,095	8,205,966	9,787,964	9,414,288	(373,676)
TOTAL REQUIREMENTS	299,434,879	323,544,661	338,260,049	352,030,054	13,770,005
NET COUNTY COST	160,614,901	175,028,792	173,916,748	173,908,751	(7,997)
AUTHORIZED POSITIONS					
Salary Resolution	1,262.0	1,270.0	1,254.0	1,271.0	17.0
Funded FTE	1,255.5	1,251.1	1,216.8	1,252.0	35.2

Healthy Residents General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	1,239,204	1,393,027	1,488,519	1,441,581	(46,938)
Fines, Forfeitures and Penalties	642,972	699,500	734,608	915,472	180,864
Use of Money and Property	94,028	204,878	211,826	211,086	(740)
Intergovernmental Revenues	118,921,218	121,118,923	119,327,771	119,884,036	556,265
Charges for Services	55,573,645	45,677,615	55,158,342	61,839,113	6,680,771
Interfund Revenue	1,394,793	2,545,728	3,477,727	2,879,286	(598,441)
Miscellaneous Revenue	19,169,184	20,344,419	20,790,087	16,076,097	(4,713,990)
Other Financing Sources	76,795				
Total Revenue	197,111,838	191,984,089	201,188,880	203,246,671	2,057,791
Fund Balance	17,258,327	17,704,697	17,115,340	12,247,347	(4,867,993)
TOTAL SOURCES	214,370,165	209,688,786	218,304,220	215,494,018	(2,810,202)
REQUIREMENTS					
Salaries and Benefits	117,533,419	122,264,111	130,016,605	131,301,682	1,285,077
Services and Supplies	131,725,720	126,379,197	138,458,032	138,749,075	291,043
Other Charges	46,890,568	46,359,383	48,240,999	49,678,727	1,437,728
Fixed Assets	26,190	106,750	200,000		(200,000)
Other Financing Uses	25,197,635	21,946,869	9,374,946	23,431,684	14,056,738
Gross Appropriations	321,373,532	317,056,310	326,290,582	343,161,168	16,870,586
Intrafund Transfers	(23,059,333)	(23,264,253)	(26,642,087)	(24,483,357)	2,158,730
Net Appropriations	298,314,199	293,792,057	299,648,495	318,677,811	19,029,316
Contingencies/Dept Reserves	14,632,450	12,837,683	10,752,962	9,177,600	(1,575,362)
TOTAL REQUIREMENTS	312,946,649	306,629,740	310,401,457	327,855,411	17,453,954
NET COUNTY COST	98,576,484	96,940,954	92,097,237	112,456,002	20,358,765
AUTHORIZED POSITIONS					
Salary Resolution	1,024.0	1,022.0	1,002.0	999.0	(3.0)
Funded FTE	997.7	982.0	961.6	968.0	6.4

Prosperous Community
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	141,739,637	144,769,086	156,277,399	152,519,977	(3,757,422)
Charges for Services	903,392	726,556	934,090	1,740,000	805,910
Interfund Revenue	50,973	34,577	36,000	36,000	
Miscellaneous Revenue	2,941,358	4,581,621	3,322,479	1,789,315	(1,533,164)
Total Revenue	145,635,360	150,111,840	160,569,968	156,085,292	(4,484,676)
Fund Balance	8,840,401	6,943,083	5,945,724	6,123,074	177,350
TOTAL SOURCES	154,475,761	157,054,923	166,515,692	162,208,366	(4,307,326)
REQUIREMENTS					
Salaries and Benefits	89,303,604	90,981,732	92,423,538	93,080,273	656,735
Services and Supplies	43,542,407	43,691,801	43,299,994	45,580,481	2,280,487
Other Charges	67,952,075	71,341,641	78,050,189	73,105,999	(4,944,190)
Fixed Assets	109,803	765	100,000	150,000	50,000
Other Financing Uses	244,843	292,936	293,032	293,032	
Gross Appropriations	201,152,732	206,308,875	214,166,753	212,209,785	(1,956,968)
Intrafund Transfers	(24,307,897)	(24,859,615)	(24,142,766)	(25,956,020)	(1,813,254)
Net Appropriations	176,844,835	181,449,260	190,023,987	186,253,765	(3,770,222)
Contingencies/Dept Reserves	6,660,807	5,625,204	5,914,503	5,723,074	(191,429)
TOTAL REQUIREMENTS	183,505,642	187,074,464	195,938,490	191,976,839	(3,961,651)
NET COUNTY COST	29,029,880	30,019,541	29,422,798	29,768,473	345,675
AUTHORIZED POSITIONS					
Salary Resolution	870.0	823.0	792.0	794.0	2.0
Funded FTE	873.2	814.0	780.5	786.7	6.1

Livable Community
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	2,510,704	2,517,876	2,606,219	2,853,272	247,053
Fines, Forfeitures and Penalties	46,260	26,202	15,000	25,000	10,000
Intergovernmental Revenues	4,569,992	6,054,199	6,378,478	3,953,599	(2,424,879)
Charges for Services	1,218,743	1,362,710	1,596,077	1,359,102	(236,975)
Interfund Revenue	125,551	4,357	1,917,637	3,260,642	1,343,005
Miscellaneous Revenue	2,086,539	1,543,466	1,097,345	1,039,559	(57,786)
Total Revenue	10,557,791	11,508,810	13,610,756	12,491,174	(1,119,582)
Fund Balance	4,830,390	3,568,725	2,289,384	857,960	(1,431,424)
TOTAL SOURCES	15,388,181	15,077,535	15,900,140	13,349,134	(2,551,006)
REQUIREMENTS					
Salaries and Benefits	8,380,189	8,324,523	8,645,732	8,329,158	(316,574)
Services and Supplies	6,582,421	5,351,877	6,229,283	5,085,786	(1,143,497)
Other Charges	4,036,357	5,144,133	6,849,215	6,169,570	(679,645)
Gross Appropriations	18,998,967	18,820,532	21,724,230	19,584,514	(2,139,716)
Intrafund Transfers	(5,604,913)	(4,486,753)	(4,887,273)	(4,228,168)	659,105
Net Appropriations	13,394,054	14,333,779	16,836,957	15,356,346	(1,480,611)
Contingencies/Dept Reserves	2,071,975	1,116,639	537,969	253,966	(284,003)
TOTAL REQUIREMENTS	15,466,029	15,450,418	17,374,926	15,610,312	(1,764,614)
NET COUNTY COST	77,848	372,883	1,474,786	2,261,178	786,392
AUTHORIZED POSITIONS					
Salary Resolution	67.0	67.0	64.0	60.0	(4.0)
Funded FTE	66.8	66.3	63.1	59.3	(3.8)

Environmentally Conscious Community General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	1,033,136	1,072,617	1,051,400	1,098,400	47,000
Fines, Forfeitures and Penalties	24,609	16,152	7,000	3,000	(4,000)
Use of Money and Property	929,565	1,035,389	1,013,147	979,800	(33,347)
Intergovernmental Revenues	3,471,554	4,664,690	4,025,628	3,963,166	(62,462)
Charges for Services	2,484,673	1,747,603	3,137,193	2,934,671	(202,522)
Interfund Revenue	18,338,132	19,166,570	23,093,499	22,358,377	(735,122)
Miscellaneous Revenue	505,012	998,973	391,856	330,300	(61,556)
Other Financing Sources	278,265	264,611	240,163	170,066	(70,097)
Total Revenue	27,064,947	28,966,604	32,959,886	31,837,780	(1,122,106)
Fund Balance	2,663,870	1,518,674	2,082,258	1,760,906	(321,352)
TOTAL SOURCES	29,728,817	30,485,278	35,042,144	33,598,686	(1,443,458)
REQUIREMENTS					
Salaries and Benefits	27,772,383	29,389,186	32,095,533	31,392,141	(703,392)
Services and Supplies	13,816,616	15,407,753	15,459,897	17,048,443	1,588,546
Other Charges	21,893,206	21,265,512	22,337,791	20,562,898	(1,774,893)
Fixed Assets	24,220	17,985	294,500	335,575	41,075
Other Financing Uses	12,715,818	12,979,308	13,082,400		(13,082,400)
Gross Appropriations	76,222,242	79,059,744	83,270,121	69,339,057	(13,931,064)
Intrafund Transfers	(40,204,814)	(42,340,764)	(42,409,729)	(29,423,749)	12,985,980
Net Appropriations	36,017,428	36,718,980	40,860,392	39,915,308	(945,084)
Contingencies/Dept Reserves	1,661,121	1,849,717	1,430,682	1,516,670	85,988
TOTAL REQUIREMENTS	37,678,549	38,568,697	42,291,074	41,431,978	(859,096)
NET COUNTY COST	7,949,732	8,083,420	7,248,930	7,833,292	584,362
AUTHORIZED POSITIONS					
Salary Resolution	262.0	251.0	250.0	244.0	(6.0)
Funded FTE	259.7	248.7	248.8	242.9	(6.0)

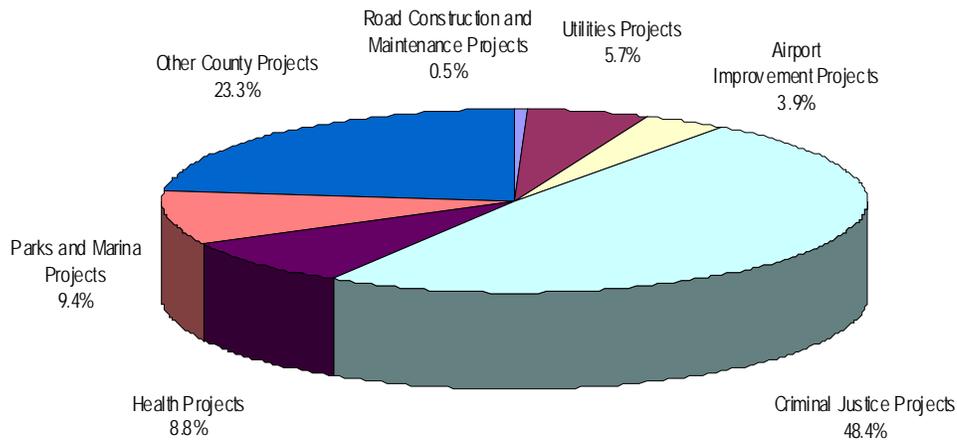
Collaborative Community
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	382,854,036	371,276,557	329,717,886	346,156,907	16,439,021
Licenses, Permits and Franchises	402,938	402,639	399,713	391,257	(8,456)
Fines, Forfeitures and Penalties	980,581	415,227			
Use of Money and Property	4,234,651	6,538,649	5,669,017	5,995,538	326,521
Intergovernmental Revenues	2,531,388	3,209,048	3,121,434	2,159,224	(962,210)
Charges for Services	20,071,232	21,364,049	19,329,324	19,134,679	(194,645)
Interfund Revenue	21,277,728	20,888,288	21,472,523	28,588,681	7,116,158
Miscellaneous Revenue	1,233,930	4,315,501	776,363	572,800	(203,563)
Other Financing Sources	1,211	4,960	2,200	2,200	
Total Revenue	433,587,695	428,414,918	380,488,460	403,001,286	22,512,826
Fund Balance	243,007,004	264,273,630	209,300,704	219,285,416	9,984,712
TOTAL SOURCES	676,594,699	692,688,548	589,789,164	622,286,702	32,497,538
REQUIREMENTS					
Salaries and Benefits	71,357,636	72,690,291	77,564,612	76,825,472	(739,140)
Services and Supplies	51,586,270	50,937,129	71,816,676	67,459,677	(4,356,999)
Other Charges	11,992,702	10,967,637	11,867,762	13,054,181	1,186,419
Fixed Assets	597,828	1,059,008	2,860,674	4,527,086	1,666,412
Other Financing Uses	10,125,809	66,886,236	20,976,656	47,237,442	26,260,786
Gross Appropriations	145,660,245	202,540,302	185,086,380	209,103,858	24,017,478
Intrafund Transfers	(42,511,237)	(43,093,401)	(54,109,581)	(51,808,227)	2,301,354
Net Appropriations	103,149,007	159,446,901	130,976,799	157,295,631	26,318,832
Contingencies/Dept Reserves	277,196,847	222,796,058	154,651,866	138,857,984	(15,793,882)
TOTAL REQUIREMENTS	380,345,854	382,242,958	285,628,665	296,153,615	10,524,950
NET COUNTY COST	(296,275,830)	(310,475,126)	(304,160,499)	(326,133,087)	(21,972,588)
AUTHORIZED POSITIONS					
Salary Resolution	533.0	510.0	504.0	489.0	(15.0)
Funded FTE	531.1	506.4	498.1	485.2	(12.9)

Capital Projects Summary All Funds

Capital Projects Budget by Function FY 2012-13



Capital Improvement Projects Budget	FY 2012-13
Road Construction and Maintenance Projects	
Major Construction Projects (Road Fund)	450,000
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	0
Utilities Projects	
Sewer Maintenance / Sanitation Projects	5,564,000
Flood Control Projects	0
Lighting	0
Airport Improvement Projects	3,776,377
Capital Projects Fund	
Criminal Justice Projects	46,843,063
Health Projects	8,520,715
Parks and Marina Projects	9,127,876
Other County Projects	22,517,177
TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS	96,799,208

Capital Projects Summary

Capital Improvement Program Fiscal Year 2012-13

The proposed Capital Improvement Program (CIP) for Fiscal Year 2012-13 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 2012-13. 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 2012-13 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 206 projects, including 47 new projects, representing a total cost of \$87,008,831. Total spending from the General Fund is 41,919,885. In addition, there are also capital projects appropriated for Road Projects (4520P) of \$450,000, Sewer Maintenance and Sanitation Projects (4840B) of \$5,564,000, and Airport Improvement Projects (4850P) of \$3,776,377.

Significant Projects Completed in Fiscal Year 2011-12

Coastside Clinic in Half Moon Bay

San Mateo County has maintained a small health clinic in Half Moon Bay since 1999, but following the closure of a private clinic in March 2009, the County committed to expanding its presence to help the community. With a \$1.7 million grant from the Health Resources and Services Administration, a comprehensive renovation of the County's facility at the Shoreline Station in Half Moon Bay was initiated. The newly renovated clinic on the first floor is 9,400 square feet of space compared to the former clinic on the second floor which was only 1,800 square feet. Before renovation, the County clinic had only four rooms with a rotating schedule of services. Now, there are ten rooms with plans for expanded services allowing the clinic to have multiple services to be offered at the same time. Four state-of-the-art dental bays are also now available. A public grand opening took place on March 22, 2012, with County officials celebrating the clinic.

Hall of Justice Boiler and Economizer Replacement Project

The project consisted of upgrading three boiler units and all of the economizers with more energy efficient models, and replacing the water heating system at the Hall of Justice. The work was performed through the job order contract process, which expedited its delivery and minimized change orders and project cost increases. The result of completing this project is a significant decrease in energy and maintenance costs to operate the Hall of Justice. The completion of this project will allow the HVAC controls to be upgraded in the same building, further reducing energy and maintenance costs. This project was partially funded through federal EECBG (Energy Efficiency Conservation Block Grant) funds and the Administrative Office of the Courts, per the Joint Operating Agreement.

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.

Significant Long-term Projects

Circle Star Tenant Improvements and Seismic Upgrade

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. Acquisition of the property enables the County to implement many of the recommendations in the Facility Master Plan such as eliminating a variety of costly leases in favor of occupying owned facilities, and co-locating departments that have strategic adjacencies or serve the same clients. At the budget workshop on January 31, 2012, the Board decided to occupy One Circle Star Plaza and Lease Two Circle Star Plaza. \$9.7 million has been budgeted for tenant improvements and the seismic upgrade for One Circle Star Plaza.

Jail Replacement Project

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 will be 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.

County of San Mateo
ALL FUNDS

FY 2012-13 Revenues by Type

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13	% Change 2012-13
SOURCES						
Property Taxes - General Fund	190,816,424	188,098,651	187,620,410	194,786,852	7,166,442	3.8%
Property Taxes - Non-General Fund	27,756,329	26,568,308	26,327,067	26,853,971	526,904	2.0%
Property Taxes - Supplemental	5,078,204	4,091,821	3,284,651	3,844,874	560,223	17.1%
Property Transfer Tax	4,829,319	5,018,220	4,829,319	5,326,850	497,531	10.3%
Return of Property Tax (Excess ERAF)	91,299,124	82,387,231	40,782,859	41,087,316	304,457	0.7%
Property Tax In-Lieu of VLF	74,205,545	73,183,567	73,366,730	75,786,761	2,420,031	3.3%
Property Tax In-Lieu of Sales Tax	4,203,180	4,764,313	4,864,313	6,297,224	1,432,911	29.5%
Sales and Use Taxes	14,618,302	15,254,828	14,824,009	18,299,385	3,475,376	23.4%
Half-Cent Transportation Taxes	1,671,348	1,835,196	1,681,923	1,865,199	183,276	10.9%
Transient Occupancy Tax	873,141	978,758	966,730	1,084,716	117,986	12.2%
Other Taxes	1,077,076	1,240,120	854,546	1,246,288	391,742	45.8%
Taxes	416,427,992	403,421,013	359,402,557	376,479,436	17,076,879	4.8%
Building Permits	1,623,465	1,773,713	1,781,606	1,960,989	179,383	10.1%
Development and Zoning Permits	1,640,040	1,601,972	1,666,069	1,704,204	38,135	2.3%
Franchise Fees	5,073,259	3,807,910	3,245,687	3,439,972	194,285	6.0%
Other Licenses and Permits	1,206,743	1,314,326	1,430,913	1,420,525	(10,388)	-0.7%
Licenses, Permits and Franchises	9,543,507	8,497,921	8,124,275	8,525,690	401,415	4.9%
Court Fines and Forfeitures	10,598,454	11,502,725	9,974,883	10,575,203	600,320	6.0%
Other Penalties and Forfeitures	1,608,382	1,142,233	550,000	565,000	15,000	2.7%
Fines, Forfeitures and Penalties	12,206,836	12,644,958	10,524,883	11,140,203	615,320	5.8%
Interest Earnings	4,412,810	5,026,149	4,056,812	3,745,986	(310,826)	(7.7%)
Other Investment Income	781,712	2,864,426	2,182,145	2,864,426	682,281	31.3%
Rents and Concessions	3,779,955	4,163,010	3,980,490	3,846,356	(134,134)	-3.4%
Use of Money and Property	8,974,477	12,053,585	10,219,447	10,456,768	237,321	2.3%
Realignment	61,772,058	57,759,662	67,932,217	88,421,255	20,489,038	30.2%
Public Safety Sales Tax (Prop. 172)	54,918,863	49,399,508	54,933,559	58,836,477	3,902,918	7.1%
Social Services Programs	118,355,191	123,746,693	129,611,373	128,410,060	(1,201,313)	(0.9%)
Housing Programs	4,409,846	5,787,951	5,937,840	3,670,786	(2,267,054)	(38.2%)
Behavioral Health & Recovery Svcs	44,548,159	48,478,353	43,910,132	34,918,783	(8,991,349)	(20.5%)
Public Health Services	10,450,639	10,172,952	9,982,411	9,920,898	(61,513)	(0.6%)

County of San Mateo
ALL FUNDS

FY 2012-13 Revenues by Type

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13	% Change 2012-13
SOURCES						
Family Health Services	10,336,057	10,749,399	11,025,465	11,434,187	408,722	3.7%
San Mateo Medical Center	34,105,208	71,642,057	60,925,505	77,996,192	17,070,687	28.0%
Other Federal and State Aid	87,359,567	89,218,225	95,392,700	110,360,959	14,968,259	15.7%
Intergovernmental Revenues	426,255,588	466,954,800	479,651,202	523,969,597	44,318,395	9.2%
General Government Services	17,537,078	19,187,671	17,588,717	17,403,661	(185,056)	(1.1%)
Public Safety Services	18,763,302	19,662,624	22,183,280	19,865,308	(2,317,972)	(10.5%)
Planning and Building Services	1,311,581	1,489,735	1,528,477	1,449,602	(78,875)	(5.2%)
Parks Services	2,366,699	2,292,649	2,764,386	2,505,264	(259,122)	(9.4%)
Library Services	692,722	588,062	556,000	568,000	12,000	2.2%
Behavioral Health & Recovery Svcs	37,645,776	26,691,404	33,264,523	35,491,701	2,227,178	6.7%
Public Health Services	2,185,180	1,893,594	1,754,168	1,864,934	110,766	6.3%
Family Health Services	3,062,599	3,297,864	3,601,256	3,632,432	31,176	0.9%
San Mateo Medical Center	141,373,851	149,942,131	165,809,033	133,886,782	(31,922,251)	(19.3%)
Other Health Services	12,452,547	11,430,665	13,961,130	18,343,331	4,382,201	31.4%
Sanitation Services	9,345,115	12,132,723	13,235,347	13,192,866	(42,481)	(0.3%)
Other Charges for Services	9,354,946	8,315,795	7,646,748	8,409,515	762,767	10.0%
Charges for Services	256,091,396	256,924,917	283,893,065	256,613,396	(27,279,669)	(9.6%)
Interfund Revenue	94,664,269	91,477,172	101,064,054	97,646,611	(3,417,443)	(3.4%)
Interfund Revenue	94,664,269	91,477,172	101,064,054	97,646,611	(3,417,443)	(3.4%)
Tobacco Settlement	7,222,933	8,138,037	6,392,056	6,394,812	2,756	0.0%
Foundation Grants	10,004,078	6,984,911	9,885,894	8,159,505	(1,726,389)	(17.5%)
Housing Loan & Project Cost Reimb	1,370,979	939,155	822,425	1,011,723	189,298	23.0%
Other Miscellaneous Revenue	22,558,331	24,704,851	22,473,311	11,625,275	(10,848,036)	(48.3%)
Miscellaneous Revenue	41,156,321	40,766,954	39,573,686	27,191,315	(12,382,371)	(31.3)
Operating Transfers - Capital Projects	9,829,874	67,188,724	23,397,303	85,121,986	61,724,683	263.8%
Operating Transfers - Debt Service	30,408,580	30,264,608	30,796,162	30,794,718	(1,444)	(0.0%)
Other Financing Sources	29,394,519	24,956,656	11,276,133	25,735,156	14,459,023	128.2%
Other Financing Sources	69,632,973	122,409,988	65,469,598	141,651,860	76,182,262	116.4%
Total Revenue	1,334,953,359	1,415,151,308	1,357,922,767	1,453,674,876	95,752,109	7.1%

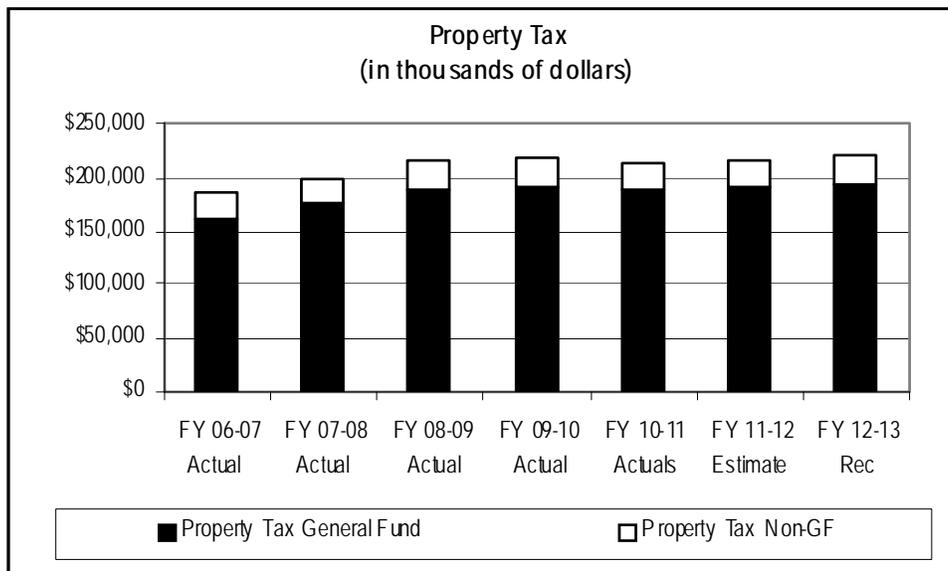
Explanation of Major Revenue Sources:

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.

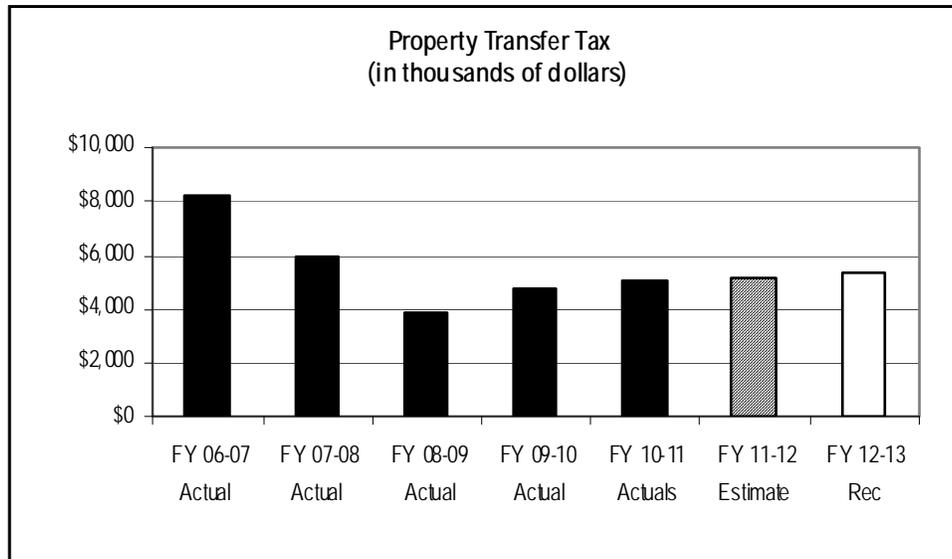
Secured property tax is the County's largest discretionary General Fund revenue source. Secured property tax revenue, which grew by 7% or \$12.3 million per annum for all funds from FY 2002-03 through FY 2008-09, grew only 1.2% in FY 2009-10 and declined by 1.8% in FY 2010-11. Growth of 1% is projected in FY 2011-12 and 2.2% in FY 2012-13. Growth over the next five years, through FY 2016-17, is projected at 2% to 3% per year. These growth assumptions would result in average annual increases over the five year period of \$4.5 million for the General Fund and \$5.2 million for all funds. Despite the low growth figures caused by economic and housing market declines, the underlying equity in the County's real estate inventory remains substantial. The median sales price for homes in San Mateo County for the period April 2011 through April 2012 was \$700,000, while the median assessed value of single family homes was below \$200,000.

About 85 percent of unsecured property tax is generated from businesses at San Francisco International Airport. Due to stagnant activity at the Airport, the unsecured roll fell by 14.7% in FY 2010-11. The unsecured roll stabilized in FY 2011-12 and a 3.3% increase is projected in FY 2012-13.



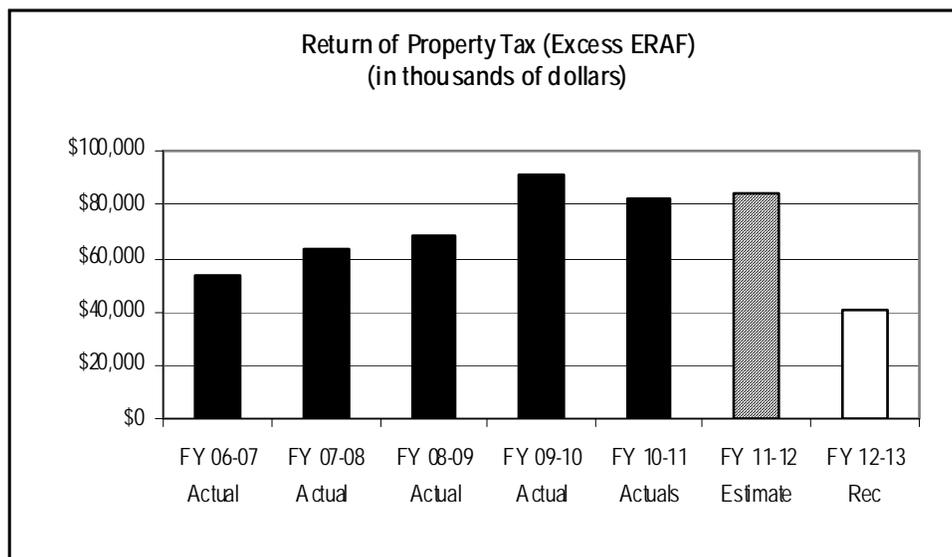
Property Transfer Tax

Property Transfer Tax revenue declined by 26.6% in FY 2007-08 and an additional 36.1% in FY 2008-09, for combined reductions over the two-year period of \$4.4 million. This revenue source stabilized in FY 2009-10 and FY 2010-11, but remains \$3 million below FY 2006-07 levels. Predicting that housing market activity will continue to recover slowly, minimal growth is projected in FY 2011-12 and FY 2012-13.



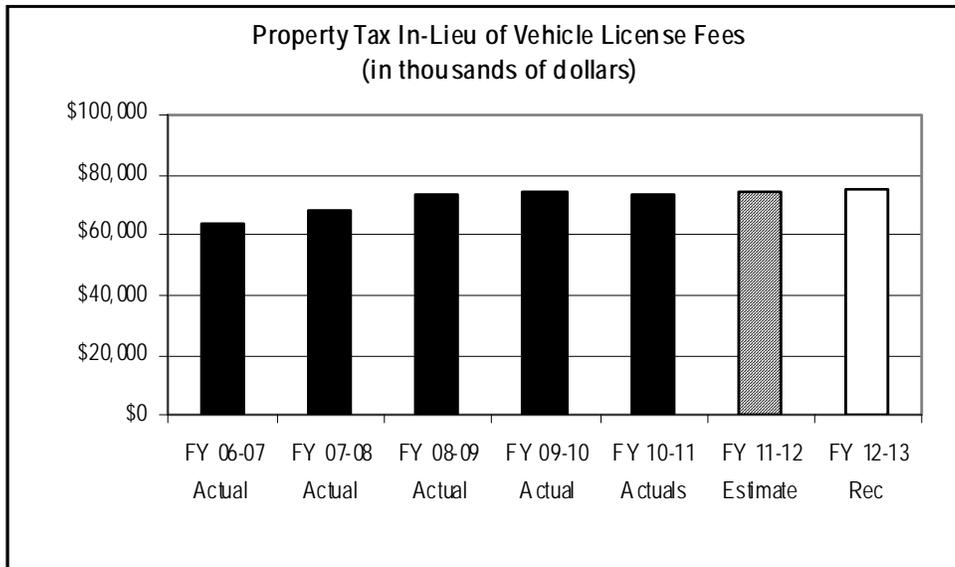
Return of Local Property Tax (Excess ERAF)

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 is returned to the taxing entities in the county. Over the past nine years, the County has received \$585.8 million from this revenue source, including \$84.4 million in FY 2011-12. 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 only appropriates the undistributed April apportionment, which is distributed the following December. As a result, \$41.1 million is budgeted in FY 2012-13.



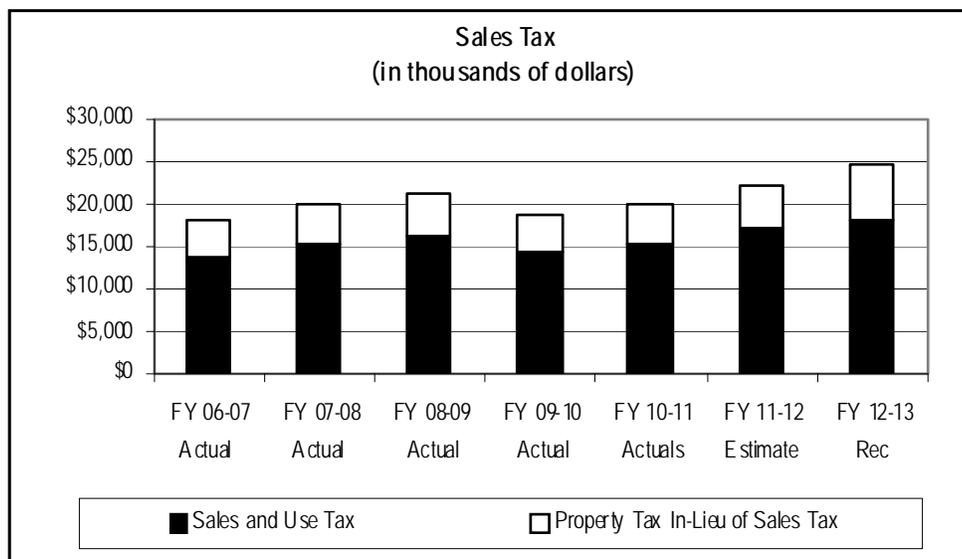
Property Tax In-Lieu of Vehicle License Fees

Property Tax In-Lieu of Vehicle License Fees generally tracks with growth in the secured tax roll. This revenue source declined by 1.4% in FY 2010-11 and is projected to increase 1% in FY 2011-12 and 2.5% in FY 2012-13.



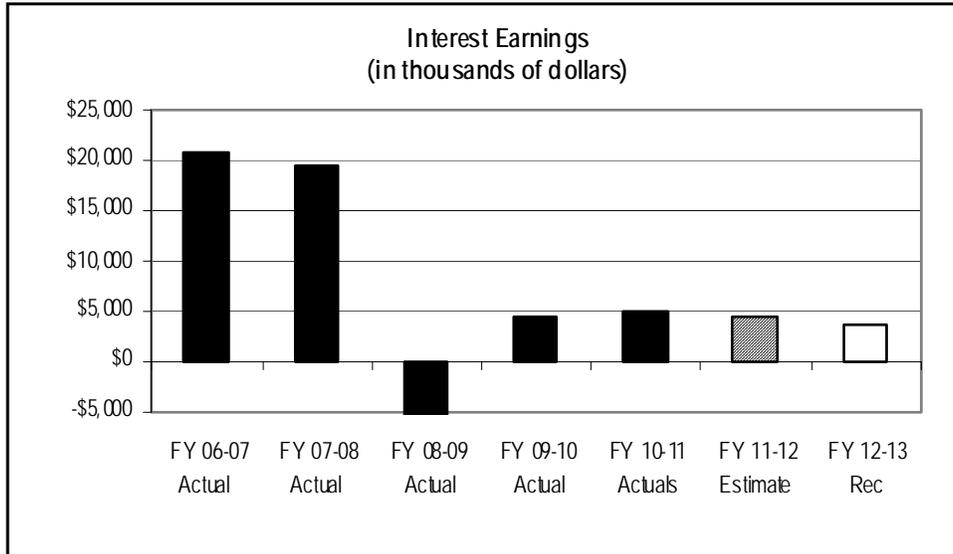
General Purpose Sales Tax (Non-Public Safety) and Property Tax In-Lieu of Sales Tax

About 60 percent of point-of-sale revenues come from businesses at San Francisco Airport, mostly from car rental agencies and jet fuel. The County began losing the majority of its jet fuel sales tax revenue, about \$1.2 million annually, in the last quarter of FY 2003-04 due to the consolidation of all fuel purchases made by United Airlines to a subsidiary located in the City of Oakland. Beginning in January 2008, the County regained the lost proceeds due to legislation that re-established the point-of-sale at the wing tip. As a result, sales tax revenues increased by 11.9% in FY 2007-08 and 5.5% in FY 2008-09. However, 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 the positive trend continues. Projected growth is 12.4% in FY 2011-12 and 6.7% in FY 2012-13. 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 is projected to grow 6.3% in FY 2011-12 and 24.3% in FY 2012-13.



Interest Earnings and Other Investment Income

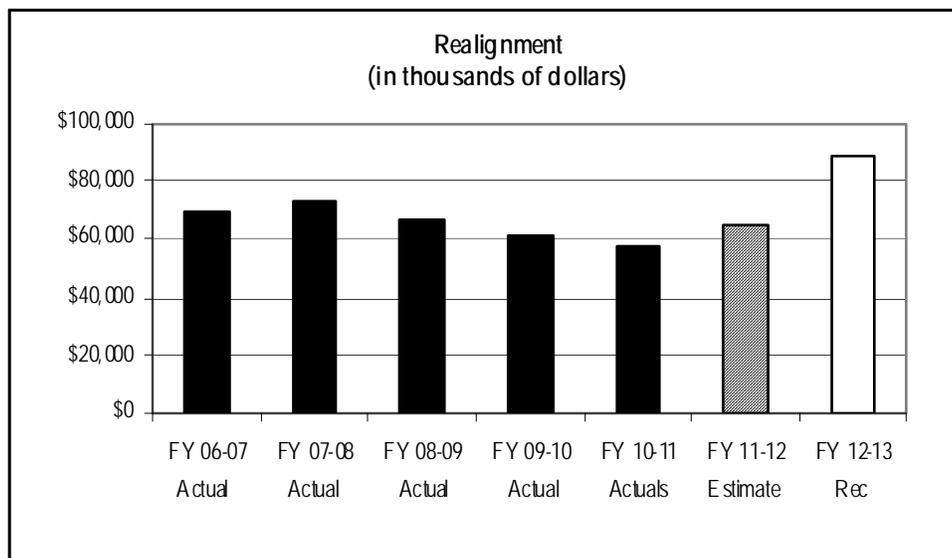
This revenue source includes the interest earned on bank deposits and other investments, as well as gains and losses on the sale of securities and investments. Due to the Lehman Brothers' bankruptcy, the County ended FY 2008-09 with a loss of \$5.7 million. Since that time, the County Investment Pool 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.



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, realignment is projected to increase by 12.4% in FY 2011-12 and 3.5% in FY 2012-13.

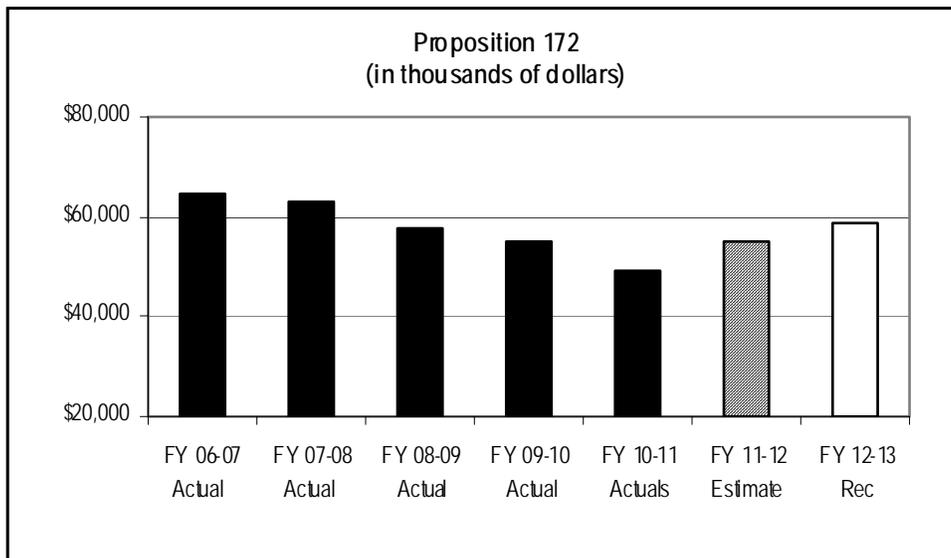
The increase of 36.2% in FY 2012-13 reflected in the chart below is largely due to Realignment 2011, which includes Public Safety Realignment (AB 109 and AB 117), the statewide initiative shifting the responsibility of housing low level offenders to counties. At the same time, the State has realigned 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.



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 budgeted \$49.4 million and received \$58.2 million. For FY 2011-12 the County budgeted \$54.9 million and projects \$63.3 million. For FY 2012-13 the County has budgeted \$58.8 million and projects \$63.9 million. It is estimated that the Trust Fund reserves will approximate \$22 million by the end of FY 2012-13. 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 Jail Replacement Project.



County of San Mateo
ALL FUNDS

FY 2012-13 Expenditures by Type

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13	% Change 2012-13
<u>Operating Expenditures</u>						
Regular Salaries	422,874,236	415,745,718	437,566,635	438,375,603	808,968	0.2%
Extra Help	19,799,160	19,620,563	14,348,482	16,189,881	1,841,399	12.8%
Overtime	14,926,281	14,475,458	13,438,963	13,427,755	(11,208)	(0.1%)
Retirement	108,509,157	149,333,849	150,794,246	149,166,813	(1,627,433)	(1.1%)
Health Benefits	70,196,589	69,181,729	79,575,644	76,960,661	(2,614,983)	(3.3%)
Statutory Compensation	41,276,814	40,903,421	41,230,668	41,030,598	(200,070)	(0.5%)
Other Benefits	1,268,162	1,776,356	5,403,030	5,148,139	(254,891)	(4.7%)
Salaries and Benefits	678,850,399	711,037,094	742,357,668	740,299,450	(2,058,218)	(0.3%)
Office Expense	17,869,667	20,194,729	25,830,931	22,593,813	(3,237,118)	(12.5%)
Drugs/Medical Supplies	36,471,644	27,563,871	33,443,716	30,227,693	(3,216,023)	(9.6%)
Non-Capital Equipment	5,482,070	2,454,240	4,010,442	8,014,962	4,004,520	99.9%
Facility/Equipment Maintenance	23,307,011	22,222,722	29,820,733	30,030,441	209,708	0.7%
Utilities Expense	15,115,890	14,679,116	17,633,376	17,816,105	182,729	1.0%
Contracts for Services	150,689,706	149,609,341	166,836,385	170,965,113	4,128,728	2.5%
Interagency Agreements	45,051,206	47,387,526	49,041,410	49,964,908	923,498	1.9%
Public Assistance Programs	73,715,456	76,183,026	84,343,660	77,983,176	(6,360,484)	(7.5%)
State Trial Court Contributions	17,327,788	17,609,082	17,368,824	17,368,824		0.0%
Medical Center Contributions	66,570,454	64,453,813	58,998,946	75,181,684	16,182,738	27.4%
Housing Project Contributions	3,102,623	4,355,976	6,040,651	5,388,964	(651,687)	(10.8%)
Other Contributions	3,346,334	3,392,632	4,372,191	4,507,170	134,979	3.1%
Internal Services/Overhead	194,036,079	190,178,100	211,237,432	210,414,165	(823,267)	(0.4%)
Debt/Capital Financing	37,402,824	95,540,091	53,350,195	67,580,217	14,230,022	26.7%
Other Financing Uses/Transfers	6,177,982	5,990,659	3,326,720	1,602,382	(1,724,338)	(51.8%)
Other Operating Expense	85,046,315	92,317,082	98,219,707	96,877,706	(1,342,001)	(1.4%)
Operating Sub-Total	1,459,563,448	1,545,169,100	1,606,232,987	1,626,816,773	20,583,786	1.3%
Intrafund Transfers	(166,704,389)	(169,087,637)	(181,840,631)	(165,751,749)	16,088,882	(8.8%)
Operating Total	1,292,859,059	1,376,081,463	1,424,392,356	1,461,065,024	36,672,668	2.6%
<u>Non-Operating Expenditures</u>						
Capital Improvements	14,860,732	21,531,763	38,838,748	97,116,053	58,277,305	150.1%
Capital Purchases	4,216,110	58,012,628	18,464,041	14,768,395	(3,695,646)	(20.0%)
Expenditure Total	1,311,935,901	1,455,625,854	1,481,695,145	1,572,949,472	91,254,327	6.2%
Reserves/Conting.- General Fund	308,821,295	252,431,266	183,075,946	164,943,582	(18,132,364)	(9.9%)
Reserves/Conting.- Non-General Fund	126,613,512	145,524,828	91,579,826	97,942,350	6,362,524	6.9%
TOTAL REQUIREMENTS	1,747,370,708	1,853,581,948	1,756,350,917	1,835,835,404	79,484,487	4.5%

County of San Mateo
ALL FUNDS

FY 2012-13 Changes in Projected Fund Balance

Agency/Budget Unit	Estimated Fund Balance June 30, 2012	Recommended Revenues	Recommended Expenditures	Estimated Fund Balance June 30, 2013	FY 2012-13 Change	FY 2012-13 Percent Change
General Fund						
General Fund	258,308,760	966,749,449	1,060,114,627	164,943,582	(93,365,178)	(36.1%)
Special Revenue and Trust Funds						
Emergency Medical Services Fund	2,962,698	2,480,013	2,665,856	2,776,855	(185,843)	(6.3%)
IHSS Public Authority Fund	1,199,999	17,002,298	17,002,298	1,199,999		0.0%
Fish and Game Propagation Fund	79,286	2,450	67,500	14,236	(65,050)	(82.0%)
Structural Fire Protection Fund	328,593	5,037,760	5,229,699	136,654	(191,939)	0.0%
Road Fund	24,046,125	18,893,294	26,541,624	16,397,795	(7,648,330)	(31.8%)
Half-Cent Transportation Fund	840,565	1,940,199	2,780,764		(840,565)	(100.0%)
Road Improvement Fund	2,757,031	275,000	63,856	2,968,175	211,144	7.7%
Solid Waste Fund	2,576,516	2,250,697	3,071,281	1,755,932	(820,584)	(31.8%)
Waste Management Fund	1,382,815	2,486,500	3,769,417	99,898	(1,282,917)	(92.8%)
County Library Fund	12,842,455	18,494,981	18,910,033	12,427,403	(415,052)	(3.2%)
Enterprise Funds						
Coyote Point Marina Operating Fund	477,386	2,970,669	3,224,072	223,983	(253,403)	(53.1%)
County Airports Fund	495,238	6,055,798	6,250,873	300,163	(195,075)	(39.4%)
Medical Center Enterprise Fund		258,759,182	258,759,182			0.0%
Special District Funds						
County Service Area #1 Fund	1,499,923	2,201,439	2,259,215	1,442,147	(57,776)	(3.9%)
Public Works Special Districts	40,423,031	19,232,007	30,033,166	29,621,872	(10,081,159)	(26.7%)
Debt Service & Capital Proj Funds						
Debt Service Fund	16,946,366	30,794,718	30,731,617	17,009,467	63,101	0.4%
Criminal Justice Temp Constr Fund	1,631,811	1,219,000	1,100,000	1,750,811	119,000	7.3%
Courthouse Temp Constr Fund	1,069,089	1,212,000	1,326,998	954,091	(114,998)	(10.8%)
Parks Acq and Development Fund	2,529,526	1,403,000	2,820,666	1,111,860	(1,417,666)	(56.0%)
Capital Projects Fund	2,626,315	85,121,986	87,008,831	739,470	(1,886,845)	(71.8%)
Internal Service Funds						
Motor Pool Internal Service Fund	7,137,000	7,054,878	7,180,339	7,011,539	(125,461)	(1.8%)
Construction Services Fund		2,037,558	2,037,558			0.0%
Total All Funds	382,160,528	1,453,674,876	1,572,949,472	262,885,932	(119,274,596)	(31.2%)

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.

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 21.1% of Total Sources and Reserves/Contingencies are 15.6% of Net Appropriations. The primary reason for the projected decline of 36.1% or \$93.4 million is primarily due to the ongoing structural budget deficit and the corresponding use of \$40 million in Excess ERAF to balance the County's budget, and the appropriations of \$41.9 million for Capital Improvements and \$13.6 million for countywide IT. Another contributing factor is the County's conservative approach to budgeting Excess ERAF, whereby only the December apportionment (approximately one-half) is appropriated in the coming fiscal year.

Special Revenue and Trust Funds

- Emergency Medical Services Fund - Reduction in Fund Balance due to appropriation for System of Care for acute heart attack patients and additional administrative support to Emergency Medical Services
- Fish and Game Propagation Fund - Reduction in Fund Balance is primarily due to the use of Reserves for fish migration projects.
- Road Fund - Reduction in Fund Balance is due to appropriations for capital improvement projects.
- Half-Cent Transportation Fund - Anticipated revenues and Fund Balance have been fully appropriated for emergency response to pedestrian and bicycle safety situations.
- Road Improvement Fund - The small increase in Fund Balance is due to a decrease in engineering services, combined with no new projects currently scheduled in FY 2012-13.
- 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 reimburseable activities such as resource conservation recycling programs and the implementation of AB 341.
- County Library Fund - Reduction in Fund Balance is primarily due to one-time expenses.

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 2012-13 for sewer and flood control districts, resulting in a reduction in Fund Balance.

Debt Service and Capital Service Funds

- Criminal Justice Temporary Construction Fund - Fund Balance is increasing as revenue from court fines exceeds current debt service payments for the Maguire Correctional Facility.
- 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 Fund - Reduction in Fund Balance is primarily due to the anticipated completion of capital projects.
- Capital Projects Fund - Reduction in Fund Balance is primarily due to the anticipated completion of capital projects.

Internal Service Funds

- Motor Pool Internal Service Fund - Reduction in Fund Balance is primarily due to annual replacement purchases for leased and assigned vehicles.

County of San Mateo
ALL FUNDS

FY 2012-13 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
<u>General Fund</u>					
Safe Neighborhoods					
Sheriff's Office	625	659	664	678	14
Probation Department	437	417	404	407	3
District Attorney / Public Administrator	129	125	118	118	0
Coroner's Office	15	15	14	14	0
Public Safety Communications	56	54	54	54	0
Healthy Residents					
Health Administration	14	12	12	12	0
Health Policy and Planning	51	52	47	47	0
Emergency Medical Services	5	5	5	6	1
Aging and Adult Services	117	117	118	120	2
Environmental Health Services	73	74	74	74	0
Behavioral Health and Recovery Services	401	400	395	395	0
Public Health	94	95	91	86	(5)
Family Health Services	176	177	172	172	0
Correctional Health Services	93	90	88	87	(1)
Prosperous Community					
Human Services Agency	778	733	702	704	2
Department of Child Support Services	92	90	90	90	0
Livable Community					
Planning and Building	52	52	49	48	(1)
Local Agency Formation Commission	1	1	1	1	0
Department of Housing	14	14	14	11	(3)
Environmentally Conscious Community					
Public Works Parks Division	52	52	51	46	(5)
Public Works-Administrative Services	28	28	33	33	0
Engineering Services	30	25	25	24	(1)
Facilities Services	106	102	97	97	0
Vehicles and Equipment Services	1	1	1	1	0
Utilities	9	9	9	9	0
Real Property Services	4	4	4	4	0
Agricultural Commissioner / Sealer	32	30	30	30	0
Collaborative Community					
Board of Supervisors	20	20	20	20	0
County Manager / Clerk of the Board	40	38	38	35	(3)

County of San Mateo
ALL FUNDS

FY 2012-13 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Collaborative Community Continued					
Assessor-County Clerk-Recorder	113	114	112	112	0
Controller's Office	44	42	43	42	(1)
Treasurer-Tax Collector	63	63	61	61	0
County Counsel	40	38	38	39	1
Human Resources Department	55	55	51	51	0
Information Services Department	158	140	141	129	(12)
Total General Fund	4,018	3,943	3,866	3,857	(9)
<u>Non-General Fund</u>					
Special Revenue and Trust Funds					
Road Fund	79	75	75	74	(1)
Half-Cent Transpiration Fund	8	6	1	1	0
Solid Waste Fund	9	9	9	9	0
County Library Fund	130	130	126	122	(4)
Enterprise Fund					
Coyote Point Marina Operating Fund	5	4	4	3	(1)
County Airports Fund	9	9	9	9	0
Medical Center Enterprise Fund	1,234	1,227	1,194	978	(216)
Special Districts Funds					
Sewer District Maintenance Fund	7	7	7	7	0
Internal Service Funds					
Motor Pool Internal Service Fund	15	15	15	15	0
Construction Services Fund	16	16	16	13	(3)
Total Non-General Fund	1,512	1,498	1,456	1,231	(225)
Total All County Funds	5,530	5,441	5,322	5,088	(234)
<u>Non-County Funds (Information Only)</u>					
First 5 San Mateo County	12	12	12	10	(2)
Retirement (<i>SamCERA</i>)	16	20	20	20	0
Housing Authority Fund	46	46	46	46	0
All Positions	5,604	5,519	5,400	5,166	(236)

Position Changes Detail:

Safe Neighborhoods

Sheriff's Office: Adds one Sheriff's Captain - U, one Sheriff's Lieutenant, two Deputy Sheriff's, four Correctional Officers, one Facilities Services Manager, one Records Manager, one Property Manager, four Crime Analysts - U, one Program Coordinator, one Legal Office Specialist; deletes two Sheriff's Identification Technicians, one Property Officer II for a net addition of 14 positions.

Probation Department: Adds one Deputy Probation Officer III, one Departmental Systems Analyst, and one Legal Office Specialist for an addition of three positions.

(Net change is an addition of 17 positions in Safe Neighborhoods)

Healthy Residents

Emergency Medical Services: Adds one Administrative Assistant II

Aging and Adult Services: Adds one Social Worker III and one Community Worker for an addition of two positions.

Public Health: Adds one Communicable Disease Investigator; deletes one Office Specialist, one Deputy Health Officer, one Medical Office Assistant II, one Assistant Public Health Lab Director - U, one Physicians Assistant and one Community Worker II for a net reduction of five positions.

Family Health Services: Adds one Senior Public Health Nurse and deletes one Public Health Nurse for no net change in positions.

Correctional Health Services: Adds one Marriage and Family Therapist II; deletes one Medical Office Assistant II and one Medical Office Specialist for a net reduction of one position.

San Mateo Medical Center: Adds two Staff Physicians, one Information Technology Technician, one Office Specialist, one Medical Office Assistant II and one Director of Health Information Management; deletes one Administrative Assistant II, one Fiscal Office Assistant II, six Patient Services Assistant IIs, one Lead Patient Services Assistant, three Patient Services Specialists, one Medical Office Assistant II, three Charge Nurses, three Ambulatory Care Nurses, one Medical Surgical Nurse, one Psychiatric Nurse, 99 Medical Services Assistant IIs, one Crisis Team Technician, eight Clinical Services Managers I - Nursing, one Medical Program Manager, one Administrative Secretary III, two Public Services Specialists, three Hospital Unit Coordinators, two Medical Office Specialists, two Clinical Nurses, 28 Licensed Vocational Nurses, 19 Long Term Care Nurses, one Staff Physician, one Social Worker Supervisor, one Social Worker III, five Community Worker IIs, three Creative Arts Therapists, 12 Custodians, one Dietitian, three Food Service Workers, one Pharmacist, two Pharmacy Technicians, one Supervising Custodian, three Therapy Aides and one Assistant Director of Health Information Management for a net reduction of 216 positions.

(Net change is a reduction of 221 positions in Healthy Community)

Prosperous Community

Human Services Agency: Adds one Administrative Assistant III, one Human Services Hearing Officer, one Human Services Supervisor, one Payroll Services Specialist; deletes one Office Specialist and one Office Manager for a net addition of two positions. One Benefits Analyst and one Social Worker III were converted from unclassified to classified.

(Net change is an addition of two positions in Prosperous Community)

Livable Community

Planning and Building Department: Deletes one Transportation System Coordinator.

Department of Housing: Deletes one Financial Services Manager II, one Senior Accountant and one Office Assistant II for a reduction of three positions.

County Library: Adds one Deputy Director Library Services and one Accountant II; deletes one Senior Library Technician, one Senior Community Program Specialist, one Senior Library Assistant, one Librarian II, one Management Analyst II and one Payroll/Personnel Services Specialist for a net reduction of four positions.

(Net change is a reduction of eight positions in Livable Community)

Environmentally Conscious Community

Public Works Parks Division: Deletes one Administrative Services Manager, one Financial Services Manager, one Fiscal Office Specialist, one Office Specialist, and one Executive Secretary for a reduction of five positions.

Public Works Administrative Services: Adds one Office Specialist; deletes one Office Assistant II for no net change in positions.

Public Works Engineering Services: Deletes one Civil Engineer.

Public Works Facilities Services: Adds one Office Specialist, one Utility Worker II, and one Carpenter; deletes one Administrative Assistant I, one Locksmith, and one Crafts Supervisor for no net change in positions. One Energy Program Manager was converted from unclassified to classified.

Road Fund: Deletes one Utility Worker II.

Coyote Point Marina Operating Fund: Deletes one Fiscal Office Specialist.

Special Districts Funds: Adds one Associate Civil Engineer; deletes one Public Works Technician II for no net change in positions.

Motor Pool Internal Service Fund: Adds one Program Coordinator II; deletes one Management Analyst III for no net change in positions

Construction Services Fund: Deletes one Office Specialist, one Utility Worker II, and one Carpenter for a reduction of three positions.

(Net change is a reduction of 11 positions in Environmentally Conscious Community)

Collaborative Community

County Manager/Clerk of the Board: Deletes one Management Analyst III-U, one Administrative Assistant II-U and one Management Analyst I-U for a reduction of three positions.

Controller's Office: Adds one Financial Services Manager II; deletes one Senior Internal Auditor and one Accountant II for a net reduction of one position.

Treasurer-Tax Collector: Adds one Lead Revenue Collector; deletes one IT Analyst for no net change in positions.

County Counsel: Adds one Deputy County Counsel III.

Information Services Department: Deletes one Deputy Director, two Systems Engineers, one Senior Systems Engineer, two Advisory Systems Engineers, two Associate Systems Engineers, one Assistant Systems Engineer, one Lead Telephone Operator, one Office Assistant II, and one Fiscal Office Specialist for a reduction of twelve positions.

(Net change is a reduction of 16 positions in Collaborative Community)

Non-County Funds (Information Only)

First 5 San Mateo County: Adds one First 5 San Mateo County Deputy Director; deletes one Management Analyst III, one Human Services Manager I and one Financial Services Manager I for a net reduction of two positions.

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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. 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.

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 75/25 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 75% 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 25% of non-reserved departmental Fund Balance will go into General Fund Reserves and Contingencies, or appropriated for one-time items such as Countywide technology and capital improvement projects, or appropriated to help balance the budget on a short-term basis.
- Unspent appropriations for technology projects and other one-time special projects can be carried over by departments at 100%.
- Departments with negative Fund Balances are responsible for absorbing 100% of the shortfall.
- The County Reserves Policy requires General Fund departments to maintain a minimum reserves amount equivalent to 2% of Net Appropriations.

INVESTMENT POLICY

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

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

The County Investment Policy has the following objectives: safety, liquidity, yield and public trust. The Board last approved the County Investment Policy on January 10, 2008. The County pool attempts to match maturities with capital expenditures and other planned outlays. It is designed as an income fund to maximize the return on investible funds over various market cycles, consistent with limiting risk and prudent investment principles. Yield is considered only after safety and credit quality have been met. The purpose of the fund is to provide investors with a reasonably predictable level of income.

The Treasurer prepares a monthly report for the County pool participants, the Board of Supervisors and members of the Oversight Committee stating the type of investment, name of the issuer, maturity date, par and dollar amount of the investment. The report also lists average maturity and market value. In addition, the Treasurer prepares a cash flow report which sets forth projections for revenue inflows and interest earnings as compared to the projections for the operating and capital outflows of depositors. The projection will be for at least the succeeding twelve months. An annual audit of the portfolios, procedures, reports and operations related to the County pool will be conducted in compliance with California law. The maximum allowable maturity of instruments in the County pool at the time of investment is 15 years and the maximum dollar weighted average maturity of the fund is five years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is \$100,000.

The Treasurer honors all requests to withdraw funds for normal cash flow purposes. Any requests to withdraw funds for purposes other than cash flow are subject to the limit of 20% of the principal balance per month described above and to the consent of the Treasurer. Such requests

are subject to the Treasurer's consideration of the stability and predictability of the County pool or the adverse affect on the interests of the other depositors in the County pool.

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

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

The County Investment Policy permits certain securities lending transactions up to a maximum of 20% of the County pool. The program is conducted under a Custody Agreement by and between the County and The Bank of New York, as custodian. Currently, voluntary participants account for 25% of the County pool's asset value; however, a contract with the Bay Area Air Quality Management District ("BAAQMD"), which accounts for 5.0% of the total portfolio, mitigates the risk of immediate withdrawal by the BAAQMD. The contract is currently pending renewal. The other voluntary investors, including the San Mateo County Transportation Authority, have monthly limitations on withdrawals of 20% of its asset value, as do all participants as described above. The pool does not have any reverse repurchase agreements.

Note: The Investment Pool sustained a loss of \$155 million during FY 2008-09 due to the Lehman Brothers' bankruptcy. As a result, the Board of Supervisor's Finance and Operations Committee, working in conjunction with the County Treasurer and the Investment Advisory Committee, initiated a comprehensive review of he County Investment Policy in order to minimize risks, create greater diversification and improve the safety and stability of pooled funds. A revised policy will be brought to the Board of Supervisors for approval in FY 2010-11.

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

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

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

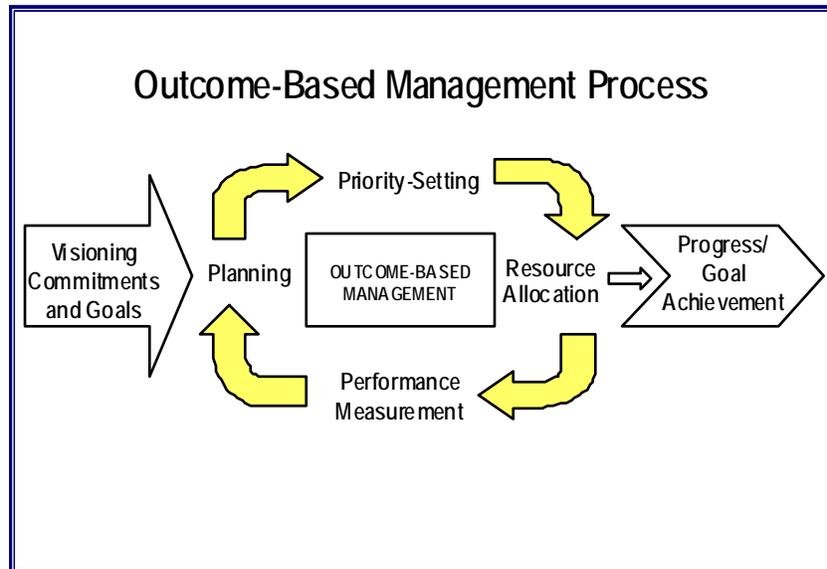
This policy will note that if the fee is a property-related fee, California Constitution Articles 13C and 13D limit the manner in which the County is permitted to impose property-related fees and assessments and the Constitution also sets forth specific procedures to be used in regards to imposing such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

The policy will address several areas, including, but not limited to: analysis of the proposed fee to be charged and the statutory authority to impose the fee; methodology to be used to determine the proposed fee amount; 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.

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



Structural Budget Deficit Workshops

The County is not immune to the economic crisis facing the nation and the state. The County has projected a structural budget deficit approaching \$50 million by FY 2016-17 if further steps are not taken. Over the past five years, since the initial Structural Budget Deficit Workshop was held in December 2007, the County has eliminated over 800 positions and made reductions in excess of \$80 million. As the County's finances have been very fluid during this time of economic turmoil, the five-year plan has been and will continue to be updated on a regular basis and the Board workshops will continue until the deficit has been eliminated.

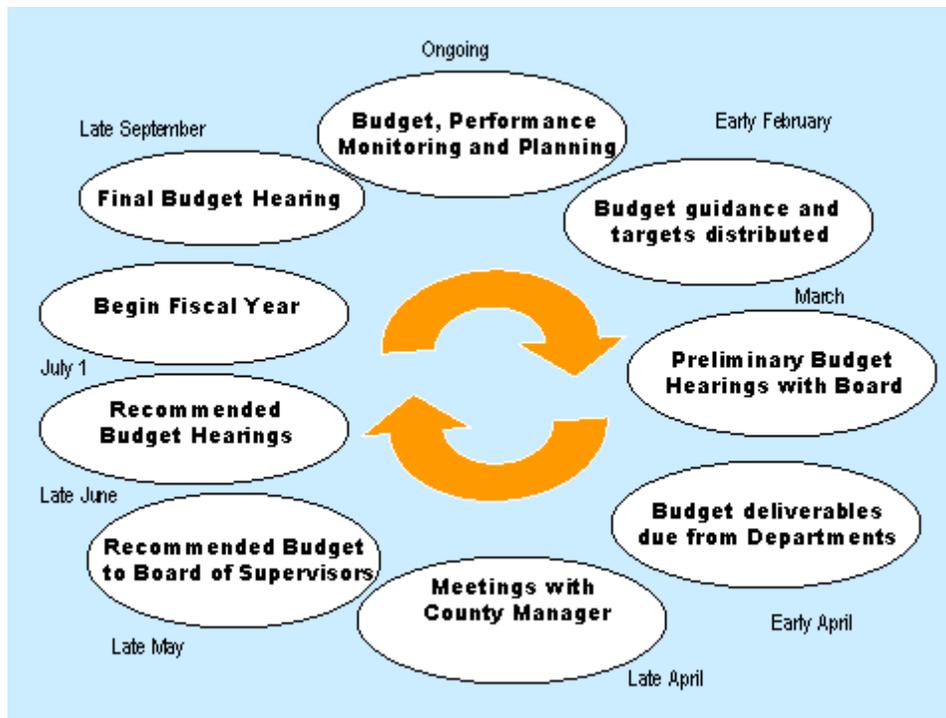
Mid-Year Financial Status

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. For this budget cycle, the Structural Budget Deficit Workshop and the Mid-Year Report were combined into a single Budget Workshop on January 31, 2012.

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 9, 2012 so that guidance and budget targets provided at the kick-off could incorporate direction provided by the Board during the January 31 Budget Workshop.

County Budget Process Cycle



Preliminary Budget Hearings with the Board of Supervisors

County departments prepare a slide show presentation for the Board Preliminary Hearings, which are held in late March. The presentations include:

- An overview of current services provided (mandated vs. discretionary)
- Anticipated changes to state, federal and local funding
- Department deficits and budget issues
- Anticipated impacts to programs and services
- Availability of department reserves and other one-time sources

During these presentations, the Board members ask questions regarding programmatic and budget issues and provides direction to the County Manager and the department heads for developing the upcoming budget.

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 communicated by the Board during the

March Preliminary Budget Hearings. These meetings also provide the County Manager and his staff an opportunity to receive further clarification on department budget requests and issues.

Recommended Budget and Budget Hearings

The Recommended Budget document is prepared and submitted by the County Manager to the Board of Supervisors in early June. The public has the opportunity to review the budget and speak before the Board of Supervisors during public hearings held in late June. After budget deliberations, the Board adopts the Recommended Budget before the new fiscal year begins on July 1. The Board also adopts a resolution extending the adoption of the final budget to October 2 in order to incorporate any adjustments resulting from the adoption of the State Budget. Once adopted, the Recommended Budget is uploaded to the County's financial system (IFAS) in early July so that budgetary controls can be established and budget monitoring can begin for the new fiscal year.

September Adjustments and Adopted Budget

After fiscal year-end closing activities are completed and the State budget is approved, final adjustments to Fund Balances and significant changes to the County budget as a result of State budget adjustments are submitted to the Board of Supervisors for a final budget hearing in September. Changes approved by the Board are included in the Adopted Budget which is published by the 1st of November. The Adopted Budget is uploaded to the County's financial system (IFAS) immediately after the September final budget hearing to update the Working Budget used for budget monitoring purposes.

Mid-Year Adjustments to Adopted Budget

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

Budgetary Basis for Accounting

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

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

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

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

The amounts reported on the budgetary basis differ from the basis used to present the basic financial statements in accordance with accounting principles generally accepted in the United States of America (GAAP). Annual budgets are prepared on the modified accrual basis of accounting except that current year encumbrances are budgeted as expenditures, certain transactions are accounted for in different periods between budgetary and GAAP reporting basis, and transactions from sub-funds reclassified from County Agency funds are reported in GAAP reporting basis. The financial statements are reported on the modified accrual basis for governmental funds (i.e., General Fund, Special Revenue Funds, Capital Project Funds, Debt Service Fund and Special District Funds) and on the full accrual basis for proprietary funds (i.e., Enterprise Funds and Internal Service Funds) and fiduciary funds (i.e., Investment and Pension Trust Funds). See the Glossary of Budget Terms in Section 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 2012-13 budget development cycle.

Board Budget Workshop / Five Year Balancing Plan	January 31, 2012
Position Reconciliation Meeting with Human Resources	February 6, 2012
Budget Kick-off Meeting - guidance and targets provided to departments	February 9, 2012
Last day for Departments to submit org changes with positions	February 10, 2012 (Deliverable)
Salary & Benefit Projection Snapshot generated in Budget System	February 13, 2012
Last day for departments to submit all other org changes	February 17, 2012 (Deliverable)
Budget System Training and System open for data entry	February 21, 2012
County Manager and Departments Budget Meetings (round 1)	March 5 – 12, 2012
Preliminary Budget Hearings	March 26, 27, 29, 2012
FY 2012-13 Recommended Budget Deliverables due to CMO Analysts: -Final CLB and RLB decision packages in BRASS -Program Budget Forms (one for each program) -Department Fast Facts -Position Adjustment Forms -Fixed Asset Request Forms -Fund Balance Estimates -Organizational Charts	April 6, 2012 (Deliverable)
County Manager and Departments Budget Meetings (round 2)	April 23 - May 1, 2012
CMO distributes Recommended Budget Hearing Materials to Board of Supervisors	May 25, 2012
Recommended Budget Hearings	June 18-20, 2012
Final Fund Balance / Year End Templates Due to CMO	August 24, 2012 (Deliverable)
FY 2011-12 Final Fund Balance Templates and FY 2012-13 Adopted Budget September Revisions due to CMO Analysts - September Revision Decision Package Forms - Funding Adjustment Narrative Forms - Final Fund Balance Templates FY 2011-12	September 4, 2012 (Deliverable)
CMO distributes Adopted Budget Hearing Materials to Board of Supervisors	September 17, 2012
Adopted Budget Hearings	September 25, 2012

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
SAFE NEIGHBORHOODS		
Sheriff's Office	3000B	Department
Message Switch	1940B	Department
Probation Department	3200D	Department
District Attorney / Public Administrator	2510B	Department
Private Defender Program	2800B	Department
County Support of the Courts	2700B	Department
Coroner's Office	3300B	Department
Public Safety Communications	1240B	Division
Structural Fire Special Revenue Fund	3550B	Fund
Fire Protection Services	3580B	Department
County Service Area #1	3560B	Fund
HEALTHY RESIDENTS		
Health Administration	5500B	Division
Health Policy and Planning	5550B	Division
Emergency Medical Services	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
Public Health	6200B	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
PROSPEROUS COMMUNITY		
Department of Child Support Services	2600B	Department
Human Services Agency	7000D	Department

BUDGETS	Budget Unit Number	Budget Unit Level
LIVABLE COMMUNITY		
Planning and Building	3800B	Department
Local Agency Formation Commission (LAFCo)	3570B	Department
County Library	3700B	Department
Housing and Community Development	7920P	Division
Housing Authority (Information Only)	7930P	Division
ENVIRONMENTALLY CONSCIOUS COMMUNITY		
Public Works - Parks Division	3900B	Department
Public Works - Fish and Game	3950B	Fund
Public Works - Off-Highway Vehicle License Fees	3960B	Fund
Public Works - Parks Acquisition and Development	3970B	Fund
Public Works - Coyote Point Marina	3980B	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
Accumulated Capital Outlay Fund	8200B	Fund
Courthouse Construction Fund	8300B	Fund
Criminal Justice Construction Fund	8400B	Fund
Real Property Services	1220B	Division
Agricultural Commissioner / Sealer	1260B	Division
COLLABORATIVE COMMUNITY		
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
Grand Jury	1920B	Department
Human Resources Department	1700B	Department
Information Services Department	1800B	Department
Non-Departmental Services	8000B	Department
Debt Service Fund	8900B	Fund

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SAFE NEIGHBORHOODS

OUR NEIGHBORHOODS ARE SAFE
AND PROVIDE RESIDENTS WITH
ACCESS TO QUALITY HEALTH CARE
AND SEAMLESS SERVICES.

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

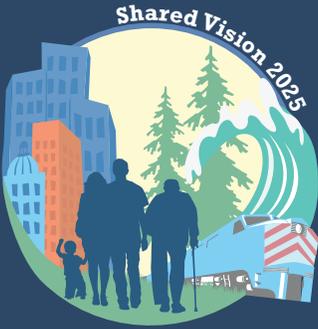
Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



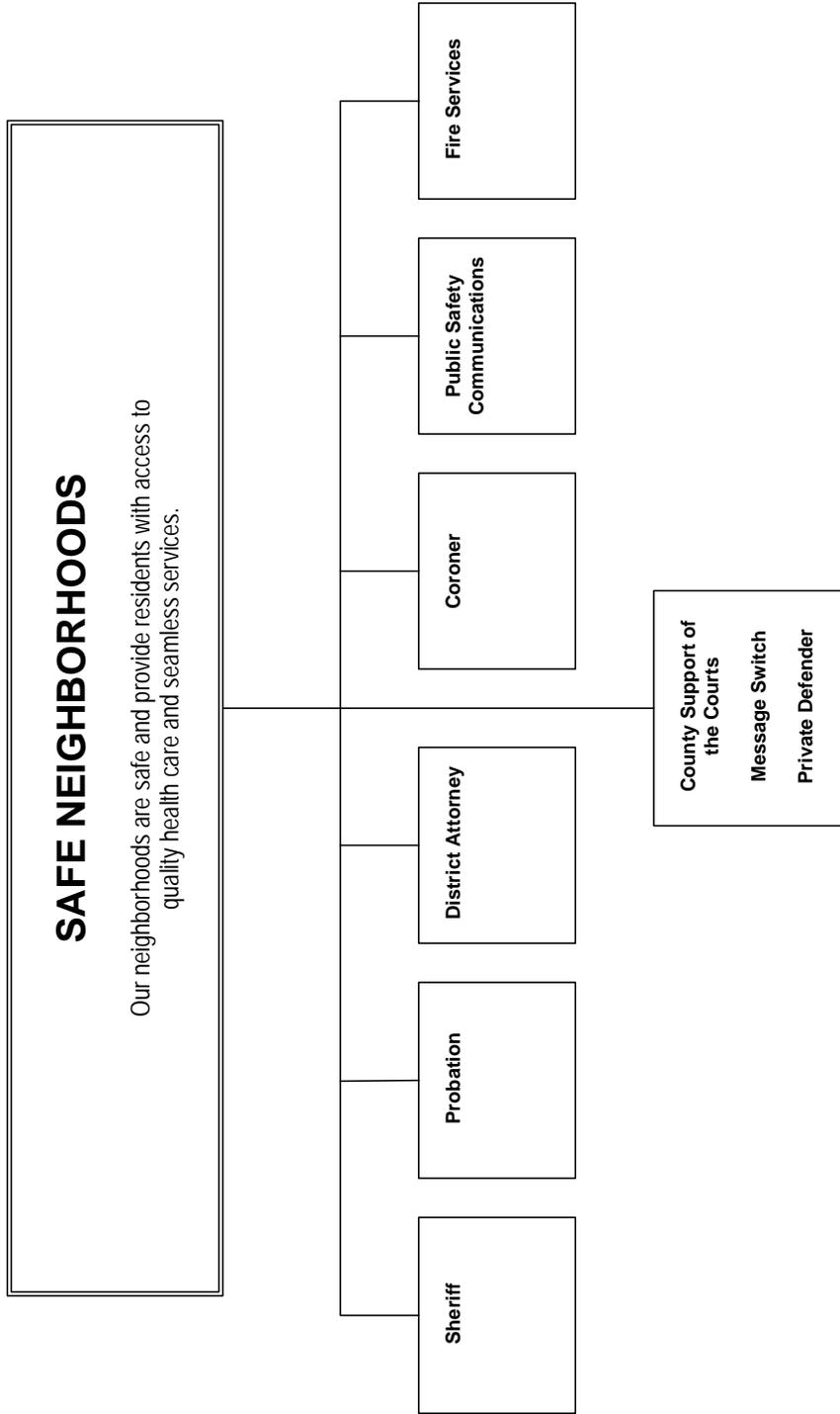
Environmentally Conscious Community

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



Collaborative Community

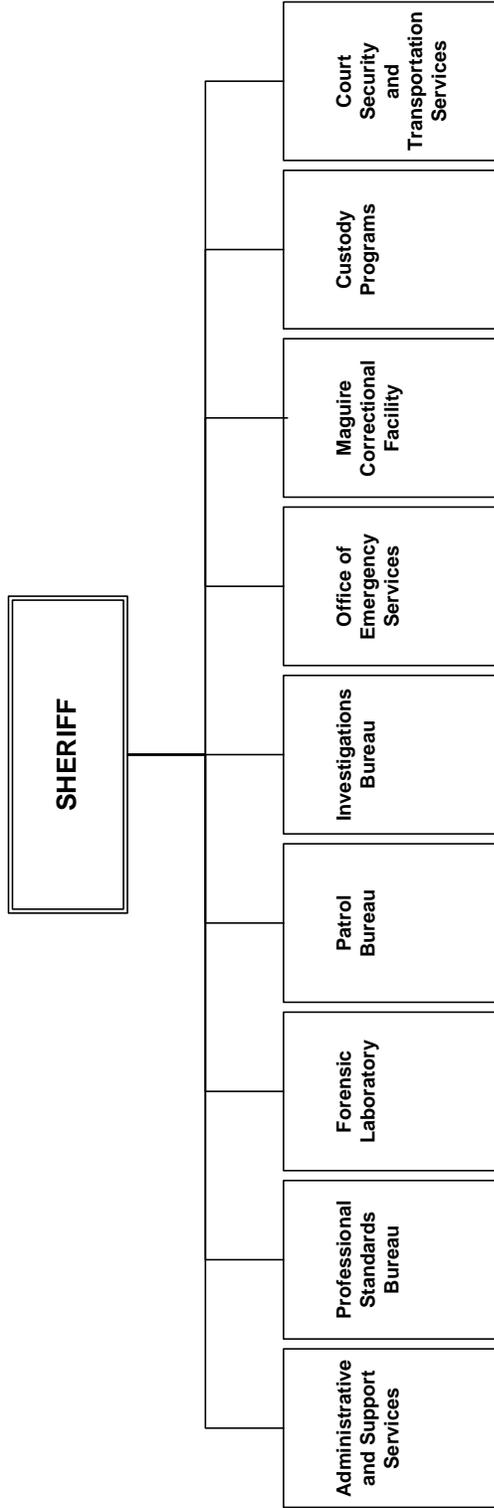
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Safe Neighborhoods
FY 2012-13 All Funds Summary

Total Requirements	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
General Fund Budgets					
Sheriff's Office	147,513,850	168,592,614	183,818,201	193,855,364	10,037,163
Message Switch	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)
Probation Department	72,126,587	72,685,949	71,599,784	76,498,044	4,898,260
District Attorney's Office	24,277,585	24,321,192	24,925,266	25,544,986	619,720
Private Defender Program	16,510,522	16,510,529	16,510,529	16,510,529	
County Support of the Courts	19,981,458	20,584,973	20,586,165	20,698,165	112,000
Coroner's Office	2,946,213	3,103,321	3,204,712	3,045,325	(159,387)
Public Safety Communications	8,728,907	10,413,767	9,651,774	9,364,764	(287,010)
Fire Protection Services	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)
Total General Fund	299,434,879	323,544,661	338,260,049	352,030,054	13,770,005
Non-General Fund Budgets					
Structural Fire	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)
County Service Area #1	3,527,136	3,710,568	3,699,500	3,701,362	1,862
Total Non-General Fund	10,077,294	9,976,383	10,336,943	9,067,715	(1,269,228)
Total Requirements	309,512,173	333,521,044	348,596,992	361,097,769	12,500,777
Total Sources	148,897,282	158,492,252	174,680,244	187,189,018	12,508,774
Net County Cost	160,614,892	175,028,792	173,916,748	173,908,751	(7,997)

SHERIFF'S OFFICE



Sheriff's Office (3000B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	3,958	3,140	2,100	2,100	
Fines, Forfeitures and Penalties	332,441	264,308	322,000	322,000	
Intergovernmental Revenues	39,766,405	46,419,678	54,396,769	76,501,962	22,105,193
Charges for Services	9,142,795	9,319,052	12,456,922	10,410,158	(2,046,764)
Interfund Revenue	11,378,525	12,902,111	13,250,647	3,552,691	(9,697,956)
Miscellaneous Revenue	893,520	993,898	710,389	717,513	7,124
Other Financing Sources	461,870	303,215			
Total Revenue	61,979,514	70,205,403	81,138,827	91,506,424	10,367,597
Fund Balance	8,174,415	9,967,565	12,582,189	12,251,755	(330,434)
TOTAL SOURCES	70,153,929	80,172,968	93,721,016	103,758,179	10,037,163
REQUIREMENTS					
Salaries and Benefits	109,920,560	125,362,371	135,453,649	141,425,257	5,971,608
Services and Supplies	16,011,174	13,249,349	20,337,877	24,469,292	4,131,415
Other Charges	17,179,638	18,010,804	18,257,732	18,601,809	344,077
Fixed Assets	732,062	5,668,904	3,655,640	4,333,548	677,908
Other Financing Uses	899,765	1,880,796	904,300	905,009	709
Gross Appropriations	144,743,199	164,172,224	178,609,198	189,734,915	11,125,717
Intrafund Transfers	(1,895,938)	(1,876,241)	(2,401,865)	(2,511,025)	(109,160)
Net Appropriations	142,847,261	162,295,983	176,207,333	187,223,890	11,016,557
Contingencies/Dept Reserves	4,666,589	6,296,631	7,610,868	6,631,474	(979,394)
TOTAL REQUIREMENTS	147,513,850	168,592,614	183,818,201	193,855,364	10,037,163
NET COUNTY COST	77,359,921	88,419,646	90,097,185	90,097,185	
AUTHORIZED POSITIONS					
Salary Resolution	625.0	659.0	664.0	678.0	14.0
Funded FTE	626.8	654.7	643.4	668.9	25.5

Sheriff's Office (3000B)

Department Mission Statement

The San Mateo County Sheriff's Office protects life and property and preserves the public peace. The Sheriff enforces state laws and County ordinances, prevents crime, supports positive youth development, apprehends criminals, supervises and cares for incarcerated prisoners, coordinates emergency services, processes civil actions, and provides security for the 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.

Mandated Services

- Provide security to the Courts and transport inmates
- Supervise and care for inmates at the Maguire Correctional Facility
- Administer and provide alternatives to incarceration through the Custody Program
- Coordinate and provide countywide emergency management services
- Provide patrol services to unincorporated San Mateo County and contract cities
- Conduct thorough investigations as a foundation for prosecution
- Provide leadership and oversight through the Administration and Support Division and Professional Standards Bureau

Discretionary Services

- Provide community and school policing
- Operate specialized units such as SWAT and hostage negotiation, Crisis Management Unit, Gang Intelligence Unit, Countywide Security, Marine Patrol and Rescue, and the Bomb Squad
- Provide specialized scientific analytical services at the Forensic Laboratory
- Operate specialized task forces such as the Street Crime Task Force and the Cargo Theft Task Force
- Provide technical services support to the Bureaus and Divisions of the Office
- Offer a juvenile diversion program for at-risk youth

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Intergovernmental Revenues

- Increase primarily due to the reclassification of court security funding from Charges for Services to Interfund Revenue and an increase in federal and local grants: \$21,394,584

Charges for Services

- Decrease primarily due to the reclassification of contract revenue to Intergovernmental Revenue for patrol services: (\$2,270,795)

Interfund Revenue

- Decrease primarily due the reclassification of court security funding from Intergovernmental Revenue due to Public Safety Realignment: (\$9,839,500)

Salaries and Benefits

- Increase primarily due to the addition of positions for expanded services to contract law enforcement agencies, the addition of various grant funded positions, and the addition of the Jail Transition Team: \$5,971,608

Services and Supplies

- Increase primarily due to the purchase of additional equipment to support additional positions, expanded interagency agreements, and an increase in contracts for professional services related to the replacement jail project: \$4,131,415

Fixed Assets

- Increase primarily due to the purchase of Urban Search and Rescue Logistical Command Support Vehicle, Tactical blanket, Multi Camera License Plate readers, Trailer for Mobile field force, Hybrid Patrol Boat, and other miscellaneous grant purchases: \$677,908

Contingencies / Departmental Reserves

- Decrease primarily due to partially funding the Jail Management System, maintaining a contract with the Service League, and funding the Women's Transitional Facility: (\$979,394)

Major Accomplishments in FY 2011-12

During FY 2011-12, the Sheriff's Office achieved several major accomplishments which benefit the residents of San Mateo County. The Office successfully incorporated the Half Moon Bay and Millbrae municipal police departments, thereby staffing and maintaining public safety in a total of eight contract areas and the unincorporated areas of San Mateo County and the Investigations Division continued to provide thorough investigative and special task force services, such as the Northern California High Intensity Drug Trafficking Area program (NCHIDTA), which seized more than \$2.7 billion worth of illegal drugs and \$11 million in cash.

The Sheriff's Office also continued the effective management of the replacement jail project. Despite jail overcrowding, the Corrections Division continued to maintain a safe and secure facility without escapes or deaths in-custody. As a proactive measure, the Sheriff has formed a Jail Programming Committee in partnership with county departments, service providers, and Research Development Associates. The goal of the Committee is to achieve a strategic model for providing quality inmate programs and services in the adult correctional facilities that reflects a continuum of custody / care philosophy when entering the jail and upon release back into the community, resulting in a positive impact on the recidivism rates and public safety in San Mateo County. This is important to be able to provide compatible and additional evidence-based programming to inmates who will be spending more time in custody in San Mateo County, rather than serving a sentence in state prison. Additionally, the Sheriff's Office participated as a member of the Community Corrections Partnership to assist in the development of a Local Implementation Planning for AB109 State Prisoner Realignment.

The Court Security Bureau developed a Service Level Agreement (SLA) with the California Superior Court in which the Sheriff's Office is responsible for all of the funding from the State for Court Security purposes.

The Office of Emergency Services updated and adopted a new County Emergency Operations Plan (EOP) and coordinated Countywide Emergency Operations Center exercises for National Incident Management System (NIMS) compliance and to meet current State standards and the Training Division helped provide Field Command Post Training countywide to 220 law enforcement supervisors, managers, and public safety executives.

The Forensic Laboratory successfully passed its first American Society of Crime Lab Directors / Laboratory Accreditation Board (ASCLD / LAB) Surveillance Audit, continued to meet our customers' needs in the high volume areas of controlled substances and blood alcohol analysis, and saw a significant increase in Combined DNA Indexed System (CODIS) DNA hits.

Changes, Challenges, and How to Measure Success in FY 2012-13

During these difficult economic times, the Office is increasingly facing additional changes and challenges in the coming year. In FY2012-13, 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 built for multi-year incarceration, major programming, or accommodating those needing longer term services. 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. 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 continues 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. The Sheriff's Office and public safety agencies have also established a Re-alignment Public Safety Operations Plan-Collaborative Partnership to include the staffing of a Crime Analyst to support data gathering, tracking, operations, and multi-disciplinary teams in conjunction with the Probation Department.

The Office will continue to strive to maintain high levels of service despite the continued loss of Federal and State funding, such as the potential loss of \$1.1 Million in State Criminal Alien Assistance Program (SCAAP) funding in the coming year and will continue to aggressively seek grant funding to support many of our programs such as in our Forensic Laboratory, Office of Emergency Services, and Sheriff's Community Programs. In an effort to meet the challenge of reducing the Forensic Lab DNA case backlog, grant-funded robotic DNA technology will be purchased in order to automate several steps in the DNA analysis process, which will free up valuable staff time to process more cases. The reduction in available Department of Homeland Security grant funds will be a major challenge in FY 2012-13, as those grant funds are used to train, equip, and prepare San Mateo County for all types of hazards. In the absence of grant funds, OES will seek ways to maintain services by moving from external contracts to utilizing internal resources.

Due to the loss of staffing from budget reductions in recent years, the Office expects to continue to face some staffing challenges in the coming year. These staffing shortages have created an increase in the reliance on overtime to maintain the minimum mandated staffing levels required in our many of the core divisions. The Office will continue to monitor the use of overtime and, whenever possible, Bureaus use flexible staffing plans and share resources in an effort to reduce the reliance on overtime and save valuable county dollars.

The merging of police departments into the Sheriff's Office has created a challenge with the increased traffic on the Sheriff's radio channel. This increase has forced a realignment of the Bureau's radio traffic to allow for a safe environment for staff and the best use of the limited channels available.

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

Other Department Initiatives

- Continue to build a new replacement jail facility that will adequately meet our current and future custody needs in order to safely and humanely house and manage our current adult inmate populations and future state prisoner re-alignment populations.
- Continue to promote shared service solutions to achieve cost savings by working in collaboration with neighboring communities to develop contract partnerships with cities such as Half Moon Bay, San Carlos, and Millbrae
- Forensic Laboratory to establish electronic reporting of CODIS DNA hits for quicker results to our client agencies, along with a new computer program to enhance evidence tracking for client agencies.

Administrative and Support Services (3011P)

Program Outcome Statement

Efficiently manage and provide fiscal and administrative support

Services Provided

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.

Program Results

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 SCAAP funding. We expect to continue to face some staffing challenges in the coming year, due to the loss of staffing from budget reductions in recent years. These staffing shortages have created an increase in the reliance on overtime to maintain the minimum mandated staffing levels required in many of the core divisions. However, overtime usage is significantly lower than it was several years ago. We consistently monitor the use of overtime, and whenever possible, bureaus use flexible staffing plans and share resources in an effort to reduce the reliance on overtime and save valuable county dollars.

The Administration and Support Services Division supports critical corrections and law enforcement functions while maintaining a high customer satisfaction rating, currently at 100%, which indicates the continued quality of law enforcement services provided by the Sheriff's Office for San Mateo County residents. The Sheriff's Office continues to operate efficiently, and has maintained a low administration-to-operations ratio, currently reflecting less than 4% 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, act 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 OES Joint Powers Authority, Vehicle Theft Task Force, High Intensity Drug Trafficking Agency, and Narcotics Task Force.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of CARES survey respondents rating Sheriff's services as good or better	100%	90%	90%
Percent of department budget allocated to administrative services	2.5%	4%	4%

Administrative and Support Services (3011P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	28.0	23.0	22.0	22.0	
Funded FTE	28.5	23.0	22.0	22.0	
Total Requirements	9,824,051	10,375,452	11,805,764	10,944,695	(861,069)
Total Sources	8,516,841	10,255,103	12,934,528	12,604,094	(330,434)
Net County Cost	1,307,210	120,349	(1,128,764)	(1,659,399)	(530,635)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Jail Management System: (\$500,000)**

Departmental Reserves will be used to fund the Jail Management System, a multi-purpose, fully-integrated computer software program that will track and manage all aspects of an inmate's incarceration period and support inmate management and operations.

2. **Service League Contract: (\$200,000)**

Departmental Reserves will be used to fund the Service League Contract, which is a part of the Inmate Welfare Program. The Service League of San Mateo County provides critical direct services to inmates such as education, jail orientation, counseling, jury trial clothing, child care, travel fare for released inmates, Spanish language services, various denominational chaplaincy services, etc.

3. **Women's Transitional Facility: (\$348,960)**

Departmental Reserves will be used to fund the Women's Transitional Facility to house minimum security sentenced female inmates.

Professional Standards Bureau (3013P)

Program Outcome Statement

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

Services Provided

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. The Records Bureau provides efficient criminal and custodial records administration and research for the Sheriff's Office and six contract jurisdictions.

Program Results

The Bureau of Professional Standards and Training successfully transitioned policing services from the cities of Half Moon Bay and Millbrae into the organization. Recruitment for vacancies created by a large number of retirements and planning for a new correctional facility will be major future challenges for the Bureau. The Bureau will face this challenge with aggressive recruitment efforts, in collaboration with the Human Resources Department, continuing to build a workforce which reflects the diversity of our community.

The Professional Standards Bureau continues to recruit and conduct over 102 background investigations of candidates for sworn, civilian, and volunteer positions. Of last year's new hires, 96% successfully completed the probationary period, and 29% were women and / or minorities. 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 (POST and STC), with each sworn officer receiving an average of 18 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 provide almost 1,400 hours of firing range training annually.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Total number of hours of training conducted: Standards and Training for Corrections (STC) / Police Officer Standards Training (POST) / Non-Mandated per fiscal year	5,963	7,000	7,000
Percent of new hires who are female and/or minority officers	29%	35%	40%

Professional Standards Bureau (3013P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	55.0	55.0	45.0	46.0	1.0
Funded FTE	54.9	54.9	44.9	45.9	1.0
Total Requirements	12,057,484	12,286,944	11,899,430	11,890,998	(8,432)
Total Sources	1,652,465	1,528,303	2,031,370	2,031,370	
Net County Cost	10,405,019	10,758,640	9,868,060	9,859,628	(8,432)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Records Manager: \$153,671**

Add one Records Manager position in response to an increase in Law Enforcement contracts to oversee records staff and functions at four locations. This position is funded by a reallocation of funds from other budget areas.

Forensic Laboratory (3017P)

Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

Services Provided

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

Program Results

In FY 2012-13 a major challenge facing the laboratory's Forensic Biology and DNA Unit will be to reduce the case backlog, while keeping pace with the Unit's current caseload. The Forensic Biology and DNA Unit's challenges will be met by DNA robotic equipment purchased with grant funding, which will automate several steps in the DNA analysis process. The Unit will also develop workgroup teams to increase their individual productivity. The performance success will be measured by the increased number of cases completed, the total number of samples analyzed, the number of samples entered into Combined DNA Index System (CODIS), and the number of positive associations (hits), made by these increased entries.

The San Mateo County Sheriff's Office Forensic Laboratory demonstrated its accuracy by achieving 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, and Hayward Police Departments. Accurate and timely forensic analysis is a key measure of success. In the last fiscal year, the Lab received almost 3,500 Major Case items for processing, and almost 400 items and analysis requests generated by field calls, and despite being short-staffed, 75% were completed within 10 days. To reduce case backlog, the Lab continued its Latent Print Processing Internship program. In order to maintain a high level of quality service, the Lab provides ongoing training to staff and client agencies, and as a result, 100% of customers rated the Crime Lab services as good or better.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of positive associations in AFIS, CODIS, and NIBIN ⁽¹⁾	135	120	100
Percent of customers rating forensic laboratory services as good or better	100%	100%	90%

⁽¹⁾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 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	30.0	31.0	30.0	30.0	
Funded FTE	30.7	29.8	28.8	29.0	0.2
Total Requirements	6,699,244	7,576,853	8,936,009	8,742,176	(193,833)
Total Sources	4,075,136	4,343,463	6,327,567	5,858,980	(468,587)
Net County Cost	2,624,107	3,233,390	2,608,442	2,883,196	274,754

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Grant Revenues: (\$468,587)**

Budget adjustments have been made to grant revenue to account for the FY 09 and FY 10 DNA Backlog grants which have ended.

Patrol Bureau (3051P)

Program Outcome Statement

Keep communities safe by providing quality law enforcement services

Services Provided

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. Patrol provides services to the unincorporated areas of the County, and within six 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.

Program Results

In the Patrol Bureau, the multi-jurisdictional nature of our operations creates some challenges in terms of maintaining a high level of consistency amongst our various patrol bureaus and expanding our community policing and school resource activities to meet the new demand. With the addition of several new city law enforcement contracts, we have benefited from our successful Field Training Operations program and adjustments are being made to prepare our staff for municipal policing. The merging of police departments into the Sheriff's Office has created a challenge with the increased traffic on our radio channel. This increase has forced us to re-align the Bureau's radio traffic to allow for a safe environment for staff and the best use of the limited channels available.

The Patrol Bureau is comprised of Headquarters Patrol that serves the Bayside areas; Coastside Patrol that serves all coastal beats; School Resources; Transit Police; Canine Officer Services; and the Sheriff's Motorcycle Unit. In the past year, the Patrol Bureau along with Sheriff's Transit Police issued almost 20,000 citations and responded to nearly 70,000 dispatched calls. 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 which provides Drug Awareness and Resistance Education (DARE), and Gang Resistance Education and Awareness Training (GREAT) classes at local schools. 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 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Average Response Time - Urban and Rural	5:04 / 12:24	5:00 / 12:00	5:00 / 11:00
Total number of CalTrain and SamTrans on-board assaults annually	20	25	28

Patrol Bureau (3051P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	100.0	135.0	155.0	157.0	2.0
Funded FTE	99.9	132.0	138.3	153.0	14.7
Total Requirements	24,258,344	31,253,259	38,244,649	42,803,636	4,558,987
Total Sources	13,201,252	17,388,422	24,086,236	28,280,845	4,194,609
Net County Cost	11,057,092	13,864,837	14,158,413	14,522,791	364,378

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Contract Revenue: \$3,954,522**

Budget adjustments have been made to increase revenue for the annualization of the Millbrae law enforcement contract and reclassify other law enforcement contract revenue from Charges for Services to Intergovernmental Revenues.

2. **San Carlos Detective Deputy Sheriff: \$240,087**

Budget adjustments have been made to add one Deputy Sheriff in response to an increase in Law Enforcement contracts. This position will serve as a Detective and is funded by the San Carlos contract, but is organizationally housed and supervised in the Investigations Division.

3. **Millbrae Community Service Officers: (\$148,270)**

Budget adjustments have been made to reduce four Community Service Officers from 1.0 FTE to 0.5 FTE per the law enforcement contract.

4. **Position Transfer**

One filled position was transferred from the Court Security and Transportation Services program. There is no fiscal impact.

Investigations Bureau (3053P)

Program Outcome Statement

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

Services Provided

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: IT equipment, travel, undercover purchases of contraband or information, and surveillance equipment. 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 de-confliction services to law enforcement agencies. It also provides fiscal and logistic support to community prevention programs.

Program Results

In the past fiscal year, the Investigations Bureau reviewed over 9,500 cases, performed over 6,200 investigations and submitted 32% of the cases to the District Attorney's Office for prosecution. The Sheriff's Gang Intelligence Unit / Gang Task Force validated almost 350 gang members, made 329 arrests for crimes committed by gang members, and submitted almost 900 cases to the District Attorney's Office for prosecution. Through collaborative efforts, 71% 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 25 drug trafficking operations, initiated 1,007 new cases and utilized the NCHIDTA to de-conflict 29,491 events and case / subjects. The NCHIDTA also provided analytical support to 449 cases, reviewed 190 suspicious activity reports, made 346 equipment loans and utilized its Title III Program for 50 Title III events and 128 telephone intercept devices. The Northern California HIDTA has had great success in disrupting the market for illegal drugs across its eleven county areas of responsibility.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of felony cases filed with the District Attorney's Office	493	500	500
Percent of Gang Intelligence Unit investigations leading to arrest or diversion	71%	70%	60%

Investigations Bureau (3053P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	71.0	72.0	73.0	78.0	5.0
Funded FTE	71.7	72.0	72.2	78.0	5.8
Total Requirements	17,934,126	18,710,850	21,414,446	22,118,128	703,682
Total Sources	11,899,466	11,700,645	14,090,822	15,045,010	954,188
Net County Cost	6,034,660	7,010,205	7,323,624	7,073,118	(250,506)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Sheriff's Property Manager: \$144,283**

One Property Manager position has been added in response to an increase in law enforcement contracts. This position will oversee the functions and staff at four locations and is funded by the deletion of one vacant Property Officer position and funds received from contracts.

2. **Unclassified Crime Analysts: \$492,548**

Four Unclassified Crime Analysts have been added and are fully funded by the Northern California Regional Terrorist Threat Assessment Center and Homeland Security Grants.

3. **FY 12-13 HIDTA Initiative Grant: \$109,840**

Budget adjustments have been made to grant revenue and expenditures to adjust for the new FY 2012-13 HIDTA Initiative Grant.

4. **Deputy Sheriff – DEA Task Force: \$204,317**

One Deputy Sheriff position has been added to serve on the Drug Enforcement Administration Task Force and is fully funded by asset forfeiture funds.

Office of Emergency Services (3055P)

Program Outcome Statement

Provide Effective Emergency Services to San Mateo County

Services Provided

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.

Program Results

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 FY12-13. 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 700 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 over 230 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, managing several grants valued at over \$14 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 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of emergency incidents responded to within 1 hour	100%	100%	100%
Number and percent of Bomb Squad call-outs where an explosive or dangerous device is located and disarmed	46 / 37%	50 / 38%	54 / 39%

Office of Emergency Services (3055P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	10.0	10.0	10.0	12.0	2.0
Funded FTE	10.0	10.0	10.0	12.0	2.0
Total Requirements	7,202,077	11,081,531	8,498,074	12,972,606	4,474,532
Total Sources	4,844,613	9,374,062	6,214,971	10,857,443	4,642,472
Net County Cost	2,357,464	1,707,469	2,283,103	2,115,163	(167,940)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. FY 11 Urban Area Security Initiatives (UASI) Grant: \$4,400,000

Budget adjustments have been made to grant revenue and expenditures to add one unclassified Sheriff's Captain position. This position will focus on emergency management, disaster preparedness, mitigation, and recovery in addition to homeland security concerns. In addition, the grant funds will be used to purchase various safety equipment; increase in Interagency Agreements for a Risk and Capability Assessment Planner, the Motorola contract, SMC Alert, TENS Notification, Coplink, and Siren Maintenance; and the purchase of the following Fixed assets; a new patrol boat, air truck, a tactical operations response vehicle, and a remote fire device for the Bomb Squad.

2. Program Coordinator: \$128,544

One Program Coordinator position has been added in response to an increase in Law Enforcement contracts. This position will oversee and coordinate the functions of our immense volunteer staffing pool, and is funded by reductions in other areas and a reallocation of funding.

Maguire Correctional Facility (3101P)

Program Outcome Statement

Safely House and Ensure Due Process for County's Inmates

Services Provided

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 humane manner, which provides for their medical, nutritional, hygienic, legal, and spiritual needs.

Program Results

In FY 2012-13, the impacts of AB 109 State Prisoner Re-alignment will put increased pressure on the system. The Maple Street Complex and the Maguire Correctional Facility were never built for multi-year incarceration, major programming, or accommodating those needing longer term services for this population. Managing the facility security and operations and taking into consideration the more sophisticated inmate profile due to State Re-alignment will be paramount. Despite these challenges, staff 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, staff 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. The Sheriff's Office and public safety agencies have also established a Re-alignment Public Safety Operations Plan-Collaborative Partnership to include the staffing of a Crime Analyst to support data gathering, tracking, operations and multi-disciplinary teams in conjunction with the Probation Department.

Despite being over the rated inmate capacity by 20% to 40%, MCF continues to operate safely and effectively, and had no discrepancies listed in the two day state inspection of the facility. MCF booked almost 16,000 inmates this past year, including gang members and assaultive / suicidal inmates with minimal assaults on staff or other inmates. Correctional staff has strengthened its relationship with Behavioral Health and Recovery 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 faith-based 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 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of average daily population classified as gang affiliation	19.6%	20%	20%
Number of inmate assaults on staff	12	10	10

Maguire Correctional Facility (3101P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	221.0	224.0	221.0	219.0	(2.0)
Funded FTE	221.7	224.0	221.0	219.0	(2.0)
Total Requirements	45,693,686	50,592,148	54,022,493	54,292,950	270,457
Total Sources	13,905,523	12,643,607	13,459,666	13,357,774	(101,892)
Net County Cost	31,788,163	37,948,541	40,562,827	40,935,176	372,349

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. CAL-ID Technicians: (\$174,770)

Budget adjustments have been made to delete two Sheriff's Identification Technician positions due to the loss of CAL-ID program funding. Employees will be re-assigned to vacant positions in the Records Division.

Custody Programs (3150P)

Program Outcome Statement

Provide Safe and Secure Environment to Facilitate Goals

Services Provided

Custody programs house minimum security-risk male and minimum to high security-risk female inmates in a safe and secure environment; provide public and rehabilitative services to promote community safety; support the successful transition of inmates back into the community; prevents overcrowding and reduce costs at the Maguire Correctional Facility; and provide 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 (furniture fixtures & equipment), track warranty information, permits, and agency approvals as well as work with the Corrections Standards Authority (CSA) to ensure compliance.

Program Results

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% of capacity and higher. WCC provides numerous programs and classes such as 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. In FY 2011-12, Sheriff's Work Program crews will serve government and non-profit agencies by providing various manual labor services at a minimum wage value of approximately \$2,200,000. The JPU has been established to plan for the replacement jail 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 on Chemical Way. The replacement jail will address the need for transitional and re-entry services that can assist with reducing recidivism.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of total inmate population participating in custody alternative programs	28%	30%	30%
Number of community service hours and value of work performed by work crews	245,592 / \$1,964,736	275,000 / \$2,200,000	315,000 / \$2,520,000

Custody Programs (3150P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	41.0	41.0	41.0	48.0	7.0
Funded FTE	40.5	41.0	40.8	45.0	4.3
Total Requirements	9,932,185	10,932,834	11,791,367	13,084,249	1,292,882
Total Sources	2,928,954	2,494,462	3,422,621	4,214,142	791,521
Net County Cost	7,003,231	8,438,372	8,368,746	8,870,107	501,361

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Jail Transition Team: \$791,532**

Budget adjustments have been made to account for the Jail Transitional Team. One Sheriff's Lieutenant, one Facilities Services Manager, one Legal Office Specialist, and four Correctional Officers have been added effective January 1, 2013 to assist in the beginning stages of the replacement jail project and overcrowding mitigation at the adult correctional facilities.

2. **Jail Management System: \$500,000**

Departmental Reserves will be used to partially fund the Jail Management System, a multi-purpose, fully-integrated computer software program that will track and manage all aspects of an inmate's incarceration period and support inmate management and operations.

Court Security and Transportation Services (3158P)

Program Outcome Statement

Provide Court security, civil enforcement, and secure transportation of inmates

Services Provided

The Courts Security and Transportation Services Program provides security to the Courts, and the secure transportation of inmates to and 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 court civil enforcement services to the County. Despite a rising civil enforcement caseload, the Program has maintained a high level of safety and performance.

Program Results

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 Unit transported over 26,000 inmates throughout the criminal justice system. That equates to an average of 1,537 inmates transported per Deputy assigned to the Transportation Unit, and 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 over 700 Temporary Restraining Orders (TROs), or 77% of the total received.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Total number of inmates transported	26,136	28,000	30,000
Number of staff / public injuries during transportation details	0	0	0

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

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	69.0	68.0	67.0	66.0	(1.0)
Funded FTE	69.0	68.0	65.5	65.0	(0.5)
Total Requirements	13,912,653	15,782,745	17,205,969	17,005,926	(200,043)
Total Sources	9,129,677	10,444,902	11,153,235	11,508,521	355,286
Net County Cost	4,782,975	5,337,843	6,052,734	5,497,405	(555,329)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Transfer

One filled position was transferred to the Patrol Bureau. There is no fiscal impact.

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Message Switch (1940B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	601,894	586,033	587,396	550,308	(37,088)
Interfund Revenue	587	1,212	1,680	1,843	163
Miscellaneous Revenue	8,683				
Total Revenue	611,164	587,245	589,076	552,151	(36,925)
Fund Balance	546,311	668,278	737,099	731,027	(6,072)
TOTAL SOURCES	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)
REQUIREMENTS					
Services and Supplies	390,319	397,097	458,757	450,451	(8,306)
Other Charges	265,671	267,353	286,078	270,928	(15,150)
Gross Appropriations	655,989	664,450	744,835	721,379	(23,456)
Intrafund Transfers	(134,064)	(146,026)	(149,687)	(169,228)	(19,541)
Net Appropriations	521,925	518,424	595,148	552,151	(42,997)
Contingencies/Dept Reserves	635,550	737,099	731,027	731,027	
TOTAL REQUIREMENTS	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)

Message Switch (1940B)

Budget Unit Description

Link participating agencies with statewide criminal justice databases

Description of Services

The Message Switch budget unit captures the operating costs for a specialized communications computer system and operates under a joint powers-type structure. The System is part of a larger statewide network encompassing all criminal justice agencies coordinated by the State Department of Justice. Costs are shared among all 34 participating agencies based on actual usage.

Program Results

The Message Switch system expects to process over 15 million messages during FY 2012-13. At this funding level, the system expects to fund annual hardware and software contract maintenance and to provide technical and management support from Sheriff and Public Safety Communications departments. Additional amounts for hardware replacement and software enhancements are also budgeted.

Message Switch (1940B)

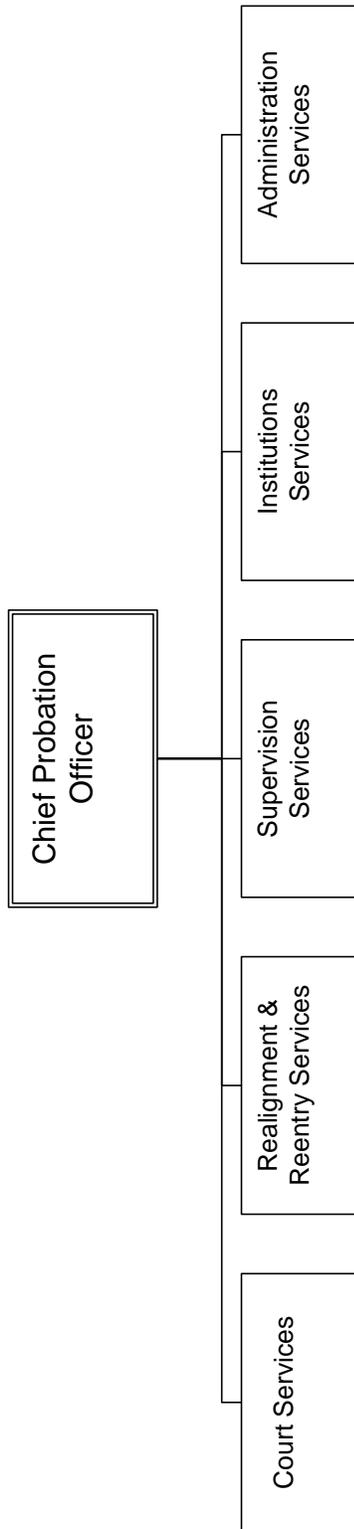
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)
Total Sources	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)

FY 2012-13 Funding Adjustments

There are no significant changes.

PROBATION DEPARTMENT



Probation Department (3200D)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	35,001	28,124	30,500	30,500	
Intergovernmental Revenues	24,340,622	25,840,241	27,725,404	30,905,908	3,180,504
Charges for Services	1,518,304	1,562,557	1,524,589	1,427,323	(97,266)
Miscellaneous Revenue	117,147	287,158	106,775	175,775	69,000
Total Revenue	26,011,074	27,718,080	29,387,268	32,539,506	3,152,238
Fund Balance	1,246,541	526,030	1,331,572	3,077,594	1,746,022
TOTAL SOURCES	27,257,615	28,244,110	30,718,840	35,617,100	4,898,260
REQUIREMENTS					
Salaries and Benefits	53,146,764	52,727,986	50,719,345	52,864,639	2,145,294
Services and Supplies	21,015,006	22,011,182	21,344,443	23,220,880	1,876,437
Other Charges	15,956,757	16,087,326	16,246,044	16,269,608	23,564
Fixed Assets			25,000	530,000	505,000
Other Financing Uses	24,933				
Gross Appropriations	90,143,461	90,826,495	88,334,832	92,885,127	4,550,295
Intrafund Transfers	(18,154,359)	(18,278,031)	(17,087,650)	(17,739,167)	(651,517)
Net Appropriations	71,989,102	72,548,464	71,247,182	75,145,960	3,898,778
Contingencies/Dept Reserves	137,485	137,485	352,602	1,352,084	999,482
TOTAL REQUIREMENTS	72,126,587	72,685,949	71,599,784	76,498,044	4,898,260
NET COUNTY COST	44,868,972	44,441,839	40,880,944	40,880,944	
AUTHORIZED POSITIONS					
Salary Resolution	437.0	417.0	404.0	407.0	3.0
Funded FTE	433.1	405.6	389.5	399.2	9.8

Probation Department (3200D)

Department Mission Statement

The mission of the Probation Department is to protect the public by providing quality, cost-effective services to reduce the incidence and impact of delinquency and crime, to assist in the re-socialization of the offender, and to provide assistance and support to victims in our community.

Mandated Services

- Provide safe and secure institutional care for youth at the Youth Services Center
- Conduct pre and post-adjudication investigations and provide written reports for the Courts through the Pre-Trial Services unit
- Provide adult intensive supervision, field supervision, and Computer Assisted Supervision (CAST)
- Oversee the case management of youth in out-of-home placements
- Supervise domestic violence probationers to ensure compliance with treatment in order to stop the cycle of violence
- Operate the Juvenile Traffic Court
- Lead the Post Release Community Supervision and Mandatory Supervision population under Public Safety Realignment
- Supervise adult and juvenile offenders on probation using evidence based practices pursuant to SB 678

Discretionary Services

- Operate Camp Glenwood and Camp Kemp
- Coordinate treatment and supervise individuals with serious mental health issues through Pathways
- Supervise substance abuse offenders in the Bridges day treatment programs and Drug Courts
- Determine youth eligibility for diversion programs by using a multi-disciplinary team in the Juvenile Assessment Center
- Provide productive alternative sentencing options for non-dangerous defendants in the Court Work Program
- Supervise high risk offenders, including gang members, through the Gang Supervision Unit
- Identify youth that are at risk of becoming chronic juvenile offenders in the Prevent Repeat Offender Program (PROP)
- Encourage the continuity of the family unit by providing intensive supervision to wards of the court through the Family Preservation Program
- Supervise youth and adults that have been sentenced to electronic monitoring
- Provide the opportunity for youth to serve court-ordered custody time by working on weekend community projects in the Community Care Program

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Intergovernmental Revenues

- Increase in Juvenile Justice Crime Prevention Act funding (JJCPA): \$555,530
- Increase in Juvenile Probation Camps Funding (JPCF): \$1,000,000
- Increase in Public Safety Realignment (AB109) funding: \$686,196
- Increase in Community Corrections Performance Incentive Funds (SB 678): \$243,000

Fund Balance

- Increase primarily due to carry-forward of JJCPA and JPCF funds received in FY 2011-12: \$1,746,022

Salaries and Benefits

- Increase primarily due to the annualization of mid-year addition of 14 positions for the Public Safety Realignment program and the addition of one Department Systems Analyst position: \$2,145,294

Services and Supplies

- Increase primarily due to computer hardware replacement and augmentation of Juvenile Justice Crime Prevention Act and Juvenile Probation Camps Funding service contracts: \$1,876,437

Fixed Assets

- Increase primarily due to desktop active directory replacement: \$450,000

Major Accomplishments in FY 2011-12

Fiscal Year 2011-12 has been a challenging year for the Department. Effective October 1, 2011, Probation has undertaken responsibility to supervise a new population of adult offenders as a result of the Public Safety Realignment of state parolees to local jurisdictions. In responding to the legal mandates of the enabling legislation, Assembly Bill 109, Assembly Bill 117, and Senate Bill 678, the Department collaborated with other departments to establish the local Community Corrections Partnership (CCP) and facilitated the CCP. The Local Implementation Plan (LIP) that includes efforts to improve successful reentry and reduce recidivism was recommended to the County Board of Supervisors and unanimously approved by the Board in April 2012. In the meantime, the Department created the Realignment unit and collaborated with other departments to create the process for supervising and managing the Realignment population as defined by AB 109 and Section 1170h of the Penal Code.

Probation focuses its efforts on ensuring the most efficient and effective use of staff resources by continuing to incorporate evidence-based practices (EBP) into its supervision programs and services. The EBP is a data-driven method to guide policy and practice decisions. The installation of the evidence-based Case Management and Risk Assessment tool (CAIS) provides an instrument for Deputy Probation Officers to stratify supervision based on risk level, create targeted intervention and treatment plans based on need, and enforce graduated sanctions including positive reinforcement and immediate response to infractions. The early implementation of the Cognitive Behavior Change Curricula in selected adult populations demonstrated positive outcomes. The curricula align with evidence-based principles that the research has proven to be effective in reducing recidivism.

Other major accomplishments in FY 2011-12 include the completion of the biennial California Standards Authority (CSA) inspections of Juvenile Hall, Camp Glenwood, and the Kemp Girls Program with no compliance issues and the successful transition of Camp Kemp into the Juvenile Hall to achieve cost savings while maintaining program effectiveness.

Changes, Challenges, and How to Measure Success in FY 2012-13

Probation will continue to face many challenges and demands in FY 2012-13. Recent reforms, including the State AB 109 realignment, the proposed Department of Juvenile Justice (DJJ) realignment, and the County re-entry initiatives, will continue to have significant impacts on both juvenile and adult community corrections. The influx of the realignment population will add significantly to the workload of the Department. The increasing demand of the EBP calls for a significant paradigm shift in the public safety communities to seek a change from an incarceration model to the one that seeks to divert and rehabilitate offenders and return them to be productive members of the community. 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. All of these, combined with staffing and budget constraints, present major challenges for the Department in the coming year.

Major projects are underway to address the above challenges. The expansion of EBP is being explored throughout adult and juvenile programs, including the plan to provide the evidence-based training to more staff as well as community-based treatment organizations and partners. The Department will increase the number of Cognitive Behavioral Therapy classes and curriculum to more probationers and implement Aggression Replacement Therapy (ART) for youthful offenders housed at the juvenile facilities. The ART is an evidence-based model designed to alter the behavior of chronically aggressive adolescents in order to improve social skills competence, anger control, and moral reasoning so that youth will have the necessary tools to deal with difficult situations. Additionally, the Department is collaborating with public and private agencies to seek innovative ways to supervise and manage the realignment population. In order to protect public safety and improve successful reentry, the Department will expand capacity as a participant in the County's re-entry projects and priorities. Finally, the Department is working closely with the Information Services Department to acquire an integrated and comprehensive probation case management system to produce efficiencies and provide ongoing outcome measurement of probation programs.

With the continuing efforts to implement and enhance effective solutions to the challenges and demands, it is anticipated that the ability to make performance-informed decisions will be improved and the value that Probation brings to the citizens, customers, and stakeholders can be clearly communicated. Ultimately, more positive outcomes will be achieved. Within each program area, several specific measurements have been determined to help evaluate Probation's performance. They are highlighted in full in the program summaries.

Administrative Services (3211P)

Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative oversight

Services Provided

The Administrative Services Division is responsible for the efficient operation of probation services through the Court Services, Supervision Services, Realignment Services, and Institution Services Divisions by offering department wide direction and administration support in the five core function areas: human resources, fiscal, training, background investigations, and information technology.

Program Results

The primary functions of Administrative Services are to provide staff with the resources necessary to carry out the Department mission and ensure that department operations are both efficient and effective. The Department continues to operate efficiently and has maintained a low administration to operations ratio, currently reflecting 7% of the Department's budget allocated for administrative services. The Division conducts timely background investigations to provide a sufficient candidate pool and ensures that sworn staff complies with mandated training requirements. The Training Unit will schedule courses to attain at least 99% compliance of Correction Standards Authority Standards for Training and Corrections requirements for sworn staff. The Department has critical needs in the Information Technology projects, including desktop computer hardware and active directory replacements and the acquisition of a comprehensive adult, juvenile, and institutions facility case management system. Division staff will work with County Information Services Department (ISD) to complete these IT projects.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of department budget allocated to Administrative Services	7%	7%	7%
Percent of sworn staff in compliance with Correctional Standards (CSA) training requirement	99%	100%	100%

Administrative Services (3211P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	19.0	21.0	21.0	21.0	
Funded FTE	19.0	20.7	20.7	20.8	0.1
Total Requirements	2,040,182	729,759	355,804	1,404,039	1,048,235
Total Sources	1,402,631	619,017	391,381	1,404,039	1,012,658
Net County Cost	637,551	110,742	(35,577)		35,577

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Computer Hardware and Active Directory Replacement: \$1,150,000

The Department started the computer hardware replacement project in FY 2011-12 as 90% of the computers are older than seven years. In addition, the desktop active directory is outdated and no longer supported by the vendor. The replacement of this active directory is critical in order to provide a safe central location for the Departments network administration and security. One-time allocation of departmental reserves and Proposition 172 funds will be used to fund this project.

Court Services (3227P)

Program Outcome Statement

Support the Court's efforts to impose appropriate sentence

Services Provided

Court Services supports the Court by conducting pre and post-adjudication investigations and written reports. The Pretrial Services Unit evaluates defendants for "Own Recognizance Release" through a criminal history review and the use of a risk-assessment tool. Officers also encourage clients to participate in and comply with the Court process and facilitate opportunities for treatment during the pre-trial process. Investigations Unit officers provide the Court with sentencing recommendations, including conditions of probation that maximize public safety, protect victims, and provide structure for juvenile and adult offenders. The Assessment Center is a collaborative effort of Probation, Behavioral Health, and the Human Services Agency. Staff provide multidisciplinary assessments, early intervention, and case management to 900 youth each year: 180 youths are assessed out of the formal juvenile justice system to receive targeted alternative services or referrals; 156 youths and families in crisis receive outreach services; and roughly 564 youth cases are processed to ensure appropriate outcomes in the court system such as referral to Court or sealing of records. The Division also operates the Juvenile Traffic Court and serves the Court Work program.

Program Results

Each year, Deputy Probation Officers make sentencing and treatment recommendations to Judges for approximately 5,000 adult clients and 2,000 juvenile clients. In FY 2012-13, the Department expects the same volume of client investigations and reports. As a result of its decision to shift staffing resources to investigations, the Department anticipates delivering its reports to the Court in the same timely manner as past fiscal cycles. Similarly, the Department expects to maintain its past performance of producing high quality reports that do not need modification.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of reports submitted to the Court within established time frames	97%	97%	97%
Percent of reports not requiring modification by the Court	95%	95%	95%

Court Services (3227P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	120.0	78.0	90.0	99.0	9.0
Funded FTE	119.8	77.9	84.4	94.1	9.7
Total Requirements	12,365,791	13,460,158	12,917,810	15,481,990	2,564,180
Total Sources	6,809,121	6,986,094	5,686,955	6,587,285	900,330
Net County Cost	5,556,669	6,474,064	7,230,855	8,894,705	1,663,850

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Transfer due to Department Reorganization: \$2,179,678

The Department created a new division to manage the transfer of responsibility for supervising inmates convicted of specific low-level crimes and parolees as defined in the Public Safety Realignment Act (AB 109) enacted in October 2011. This change reflects an increase in personnel and allocated internal administrative overhead costs associated with the transfer of nine positions from the other divisions.

2. Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camps Funding (JPCF) Contracted Services Augmentation: \$147,841

Reductions were made to the service providers and Behavioral Health Recovery Services (BHRS) and the Human Services Agency (HSA) funded by JJCPA and JPCF in FY 2011-12 in relation to the expected lower state revenues for these programs. Due to the effort of the Chief Probation Officers of California (CPOC), the JJCPA and JPCF state funding are now stabilized. As a result, funding for BHRS and HSA will be augmented. It is anticipated that more youth and their families in the community will receive mental health services.

Realignment and Reentry (3230P)

Program Outcome Statement

Reduce recidivism through collaborative efforts in specialized supervision

Services Provided

Realignment and Re-Entry Services serves the AB 109 Realignment efforts, the County's re-entry efforts, and other specialized probation supervision programs that include the Bridges Program, Pathways, Drug Courts, and Evidence-based Supervision (SB 678) for adults; the Prevent Repeat Offender Program (PROP), Placement, and Wrap Around services for youth. All of the programs within this specialized probation supervision area work collaboratively with multiple internal and external County agencies to meet the identified needs of the population served. AB 109 Realignment transfers responsibility for supervising inmates convicted of specific low-level crimes and parolees from the state to counties and tasks the local Community Corrections Partnership (CCP) with recommending a local implementation plan to the Board of Supervisors. The key role of Probation under realignment is post-release case management and supervision of lower-level 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 offenders who are given split sentences, which are "County prison" commitments with subsequent mandatory probation 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.

Program Results

Since AB 109 Realignment began in October 2011, San Mateo County has received approximately 202 post release community supervisees from the state system and 28 people under mandatory supervision. The County expects the population to peak at 600 from October 2012 through April 2013. By implementing a local plan built upon the county's prior collaborative reentry and public safety efforts, it is anticipated that 60% of the realigned population will not have subsequent criminal adjudications / convictions for three years following release. The PROP program serves 130 youth each year and is a regionalized intensive supervision and case management program geared towards first time, younger offenders identified as the 8% most likely to re-offend. The program aims to address issues relating to probationers' health, mental health, school performance, gang affiliation, and substance abuse. The goal of the program is to help youth develop positive, pro-social skills and successfully complete probation without re-offending.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of AB 109 Realignment supervisees without subsequent criminal adjudications/convictions for three years following release	N/A	60%	60%
Percent of PROP participants incarcerated during the six months after program entry	33%	33%	30%

Realignment and Reentry (3230P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	41.0	41.0	41.0	42.0	1.0
Funded FTE	37.6	36.6	36.6	41.8	5.2
Total Requirements	5,372,480	5,871,230	9,034,231	10,145,384	1,111,153
Total Sources	2,717,807	3,303,393	4,609,328	5,998,787	1,389,459
Net County Cost	2,654,673	2,567,837	4,424,903	4,146,597	(278,306)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Annualization of Mid-Year Position Additions for the Post-Release Community Supervision Unit (PRCS): \$1,320,484

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. As a result, ten positions were added mid-year in FY 2011-12 to staff the PRCS unit to supervise the realignment population. The positions are fully funded by AB 109 Realignment Funds.

2. Incorporation of Evidence-based Practices (EBP) in Adult Probation Programs: \$385,209

The Department expects to receive the state funding for EBP in adult probation programs pursuant to the California Community Corrections Performance Incentive Act of 2009 (SB 678). The objective of SB 678 is to improve probation success rates, reduce the state prison population, and keep the communities safe from repeat offenders by encouraging the use of EBP in adult probation supervision. A Departmental Systems Analyst has been added with the funding to meet data reporting requirements and program performance measurement needs. The position is fully funded with SB 678 funds. Additional funds have been appropriated for training, professional contracted services, and the purchase of two vehicles to meet operating needs.

Supervision Services (3253P)

Program Outcome Statement

Protect the public by enforcing court-ordered probation conditions

Services Provided

Supervision Services provides general and intensive supervision to adult and youth offenders on court-ordered supervised probation. Staff develops case plans; make contacts; and provide case management, treatment, and referrals to help youth and adults complete court orders without re-offending. A Computer Assisted Case Services Unit was formed to provide limited "case processing" services to probationers and allows the Division the best possible use of its limited supervision resources. By participating in the San Mateo County's Gang Intelligence Unit and the Western States Information Network, Supervision Services operates in a highly efficient manner to support public safety. Probation also collaborates with other law enforcement agencies, county agencies, and contracted treatment providers thereby playing a central role in maintaining public safety and healthy communities.

Program Results

The Supervision Services Division provides monitoring of approximately 2,000 youth and 5,000 adults on Probation in three field offices throughout the County. Approximately 70% of juveniles and 63% of adults successfully complete probation each fiscal year. Additionally, fewer than 5% of the most challenged youth are removed from their homes into foster care placements. State funding for evidence-based supervision of adult clients has allowed the Department to provide a comprehensive range of assessment driven cognitive behavioral restructuring classes to high-risk offenders between the ages of 18 and 30 who may have been sent to prison.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of juvenile probationers completing probation without new sustained law violation	75%	70%	70%
Percent of adult probationers completing probation without new sustained law violation	63%	63%	63%

Supervision Services (3253P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	107.0	107.0	97.0	93.0	(4.0)
Funded FTE	106.9	104.9	95.9	92.1	(3.8)
Total Requirements	14,137,052	13,894,784	16,017,516	15,429,068	(588,448)
Total Sources	5,136,018	6,610,410	5,438,847	6,336,287	897,440
Net County Cost	9,001,035	7,284,374	10,578,669	9,092,781	(1,485,888)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Transfer due to Department Reorganization: (\$435,412)

The Department created a new division to manage the transfer of responsibility for supervising inmates convicted of specific low-level crimes and parolees as defined in the Public Safety Realignment Act (AB 109) enacted in October 2011. Four positions have been transferred from this to the Court Services Division due to this organizational change.

2. Juvenile Justice Crime Prevention Act (JJCPA) and Juvenile Probation and Camps Funding (JPCF) Contracted Services Augmentation: \$363,430

In FY 2011-12, reductions were made to the Community-based Organizations (CBO) who provide services to the JJCPA and JPCF programs in relation to the expected lower state revenues for these programs. Due to the effort of the Chief Probation Officers of California (CPOC), the JJCPA and JPCF state funding are now stabilized. As a result, the CBO contracts will be augmented so that more youth and their families will be offered early intervention and prevention services and diverted out of the formal juvenile justice system.

3. Year-End Fund Balance Increase: \$363,333

The increase in Fund Balance was due to unanticipated carry-forward in JJCPA and JPCF funds received in FY 2011-12, which has been set aside in Reserves as contingency funds for these two programs.

Institutions Services (3283P)

Program Outcome Statement

Ensure Public Safety through institutional care and rehabilitation of youth

Services Provided

Institutions Services provide safe and secure institutional care and programming to youth in the juvenile justice system. The Division operates the 180-bed Juvenile Hall (Youth Services Center), the 60-bed Camp Glenwood facility and aftercare, the Margaret J. Kemp Camp, the G.I.R.L.S. aftercare program, the Community Care Program (Weekend Work), and diversion services. Additionally, 100 rehabilitative programs are offered to youth each year and approximately 650 youth are supervised in the Electronic Monitoring Program (EMP). 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 services was relocated to the Juvenile Hall to reduce costs but still maintains the most gender-responsive rehabilitative services that the girls would have received at the old facility. The Community Care Program supervises youth in weekend community service and restorative justice projects. In addition, the Division provides staff to the Office of Education's Community Schools to maintain order and to intervene early in student behavioral problems.

Program Results

In FY 2012-13, the Division expects to house approximately 2,000 youth at the Youth Services Center and 80 boys at Camp Glenwood. Treatment services continue to be a strong focus at all Probation facilities. Through FY 2011-12 the average daily juvenile hall population has been on a steady decline. Most juveniles are placed on electronic monitoring after the disposition of their case (83% post adjudication) and most youth (82%) complete electronic monitoring without a new sustained law violation. The Community Care Program, in which youth work on community service projects for six to eight weekends instead of serving custody time, contributes approximately \$490,000 per year in monetary value from its services to the community and \$1.3 million per year in detention bed-space savings. The program continues to be a successful intervention for youth.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Average daily Juvenile Hall population	123	123	120
Percent of youth successfully completing the Community Care Program	93%	94%	94%

Institutions Services (3283P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	150.0	170.0	155.0	152.0	(3.0)
Funded FTE	149.8	165.5	151.9	150.4	(1.4)
Total Requirements	38,211,082	38,730,018	33,274,423	34,037,563	763,140
Total Sources	11,192,038	10,725,196	14,592,329	15,290,702	698,373
Net County Cost	27,019,044	28,004,821	18,682,094	18,746,861	64,767

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Transfers due to Department Reorganization: (\$326,559)

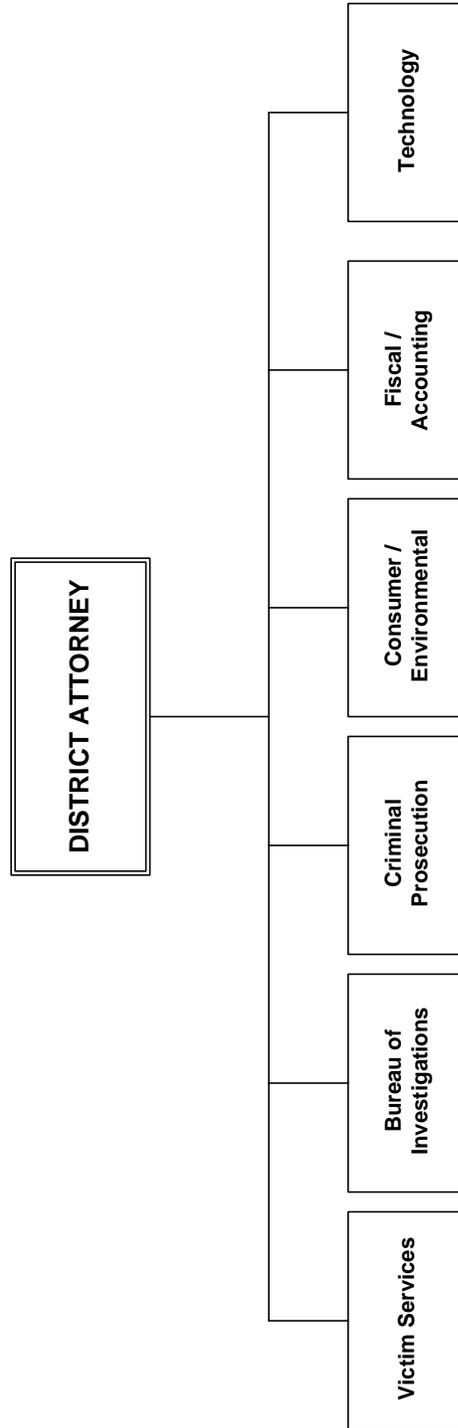
The Department created a new division to manage the transfer of responsibility for supervising inmates convicted of specific low-level crimes and parolees as defined in the Public Safety Realignment Act (AB 109) enacted in October 2011. Three positions have been transferred from this to the Court Services Division due to this organizational change.

2. Shift Relief Staffing Needs for Institutions: \$972,188

The Division uses Extra-Help to meet shift relief staffing needs for the 24 / 7 detention facilities in order to comply with staffing requirements under Title 15 of the Welfare and Institutions Codes. This increase is based on the FY 2010-11 actual usage and is partially offset by an increase in Juvenile Probation and Camp Funding (JCPF).

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DISTRICT ATTORNEY



District Attorney's Office (2510B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	429,334	561,667	400,000	400,000	
Intergovernmental Revenues	10,628,390	9,594,367	10,442,865	11,510,809	1,067,944
Charges for Services	169,408	174,741			
Miscellaneous Revenue	311,235	321,344	54,000	61,420	7,420
Total Revenue	11,538,368	10,652,118	10,896,865	11,972,229	1,075,364
Fund Balance	2,812,801	1,571,952	1,652,512	1,196,868	(455,644)
TOTAL SOURCES	14,351,169	12,224,070	12,549,377	13,169,097	619,720
REQUIREMENTS					
Salaries and Benefits	20,931,676	21,688,519	22,112,732	22,546,591	433,859
Services and Supplies	998,848	912,530	1,126,032	1,290,884	164,852
Other Charges	1,772,315	1,720,142	1,605,942	1,626,951	21,009
Fixed Assets	23,701				
Net Appropriations	23,726,540	24,321,192	24,844,706	25,464,426	619,720
Contingencies/Dept Reserves	551,045		80,560	80,560	
TOTAL REQUIREMENTS	24,277,585	24,321,192	24,925,266	25,544,986	619,720
NET COUNTY COST	9,926,416	12,097,121	12,375,889	12,375,889	
AUTHORIZED POSITIONS					
Salary Resolution	129.0	125.0	118.0	118.0	
Funded FTE	125.2	122.2	116.2	115.9	(0.3)

District Attorney's Office (2510B)

Department Mission Statement

The mission of the District Attorney's Office is the prosecution of adult and juvenile offenders, 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.

Mandated Services

- Prosecute felony and misdemeanor charges for offenses
- Conduct criminal investigations
- Provide services to victims of violent crimes

Discretionary Services

- Enforce laws protecting against consumer fraud
- Enforce laws protecting the environment against the illegal handling, storage, and disposal of hazardous waste
- Review asset forfeiture seizures and make a legal determination whether the forfeiture is appropriate

Major Accomplishments in FY 2011-12

In January 2012, the Office launched a document scanning project with funding received from the SMC Saves Program. The goal of the project is to reduce document storage and retrieval costs incurred as a result of the thousands of criminal cases filed annually. Utilizing several extra-help positions, case files have been organized and broken down to contain only a prescribed set of documents. It is anticipated that the scanning project will reduce storage costs and support staff time that is spent looking for misplaced files.

The criminal justice realignment statutorily enacted in AB 109 has been the most dramatic shift in criminal procedure and the court system in over 130 years. The District Attorney's Office through the hard work of its prosecutors and staff has enjoyed a seamless adjustment to the dramatic changes in realignment.

In collaboration with the Superior Court, the Probation Department, the Private Defender Program, and the Sheriff's Office; the District Attorney's Office worked for many months to establish guidelines and standards for admission to and supervision in the Veterans Court Program. The program guides defendants who are veterans into the various services available to provide treatment rather than incarceration.

The Office provides financial assistance, counseling, and support to victims and witnesses affected by criminal behavior. Additionally, the witness relocation program continues to serve all police agencies in the county in the relocation of witnesses whose lives are endangered by their willingness to cooperate with law enforcement. The year was capped in April by the District Attorney's Office Victim Recognition Event in San Mateo in which victims and providers of victim services were recognized and thanked for the outstanding work done on behalf of victims.

In 2012, the District Attorney's Office launched a quarterly training bulletin for all law enforcement officers in the county to provide up to date legal education. Additionally, the Office delivered a comprehensive legal training program for all law enforcement agencies to ensure professional and lawful police practices are in effect throughout the county.

The Office was significantly involved in the murder investigation of three teenagers in South San Francisco 18 months ago. Within minutes after the shooting, staff from the Office was present at the scene of the murders. Additionally, the Office continued to provide investigative support and legal direction, such as search warrants, arrest warrants, and other legal mechanisms, over the following months to assist the South San Francisco Police Department and the federal authorities in ultimately solving the case and arresting nineteen individuals for prosecution in Federal Court.

Changes, Challenges, and How to Measure Success in FY 2012-13

The development and implementation of a case management system will be a challenging project in the coming years. However, the need for a case management system is paramount in order to properly manage the thousands of cases flowing through the Office and to properly allocate limited resources. The Office continues to work with ISD and the County Manager's Office to develop and finance this essential tool.

There will be ongoing legal and practical issues as the realignment process evolves in the coming months and years. There will undoubtedly be dozens of court decisions interpreting the realignment statutes and it will be incumbent on the Office to develop training and implementation plans to train internal staff and law enforcement agencies in the legal mandates established by the court.

The Office successfully launched the SMC Saves scanning project in early 2012 and is currently ahead of schedule. The purpose of the Project is to convert hard copy felony case files into electronic documents in order to reduce storage costs and improve staff access to files. To ensure that the current pace of the project is sustained, the Office will set monthly milestones, ensure that proper document quality control guidelines are being followed, and develop practical procedures to expand the scope of the project to integrate with our case management system project.

If the initiative on the November ballot passes, the Three Strikes Law will be significantly changed. The Office policies and procedures for handling three strikes cases will have to be reviewed and updated, which will require training staff on the changes. Additionally, the initiative requires a review of all prior Three Strikes life sentences and a return to court for a portion of those cases that involved non-serious and non-violent commitment offenses. This will involve a substantial expenditure of resources to comply with the new law, assuming California voters pass it.

Other Department Initiatives

- Consult with various departments on best practices before developing and implementing a file scanning process and collaborate with County Counsel and Probation regarding workflow and system requirements.

Program Results

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. In the course of seeking justice in criminal cases, the District Attorney's Office collaborates with the superior court and our criminal justice partners to obtain, in appropriate cases, alternative sentences for certain offenders in an effort to reduce recidivism and victimization of our community.

The District Attorney's Office has been successful in meeting the objectives set forth above. Requests for prosecution from law enforcement agencies continue to be reviewed and processed in a timely fashion and cases are uniformly prosecuted in court with a very high conviction rate. Victim assistance is provided at a high level and restitution to the victims is regularly ordered by the courts at the request of this office.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of Cases Reviewed	24,561	25,722	25,142
Number of Cases Prosecuted	16,057	14,670	15,364

District Attorney's Office (2510B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	129.0	125.0	118.0	118.0	
Funded FTE	125.2	122.2	116.2	115.9	(0.3)
Total Requirements	24,277,585	24,321,192	24,925,266	25,544,986	619,720
Total Sources	14,351,169	12,224,070	12,549,377	13,169,097	619,720
Net County Cost	9,926,416	12,097,121	12,375,889	12,375,889	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **State Revenue Increases: \$619,720**

The present budget contains increases of \$887,388 in Public Safety (prop. 172), \$180,556 in increased grant funding from the California Department of Insurance, and \$7,420 in miscellaneous revenue fees. These increases were offset by a decrease in Fund Balance of \$455,644, for a total increase of \$619,720.

2. **Operating Expenditure Increases: \$619,720**

Increases in appropriations are a result of \$433,859 in projected salary and benefit increases, \$164,852 in Services and Supplies, as a result of increases in expert witness fees, and \$21,009 in Informational Services charges that are budgeted for assistance in the procurement of a case management system. As a result of these changes, the budget contains a total increase of \$619,720.

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Private Defender Program (2800B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	661,411	677,724	650,000	650,000	
Interfund Revenue	349,668	336,212	300,000	300,000	
TOTAL SOURCES	1,011,079	1,013,936	950,000	950,000	
REQUIREMENTS					
Services and Supplies	16,449,046	16,449,046	16,449,046	16,449,046	
Other Charges	61,476	61,483	61,483	61,483	
TOTAL REQUIREMENTS	16,510,522	16,510,529	16,510,529	16,510,529	
NET COUNTY COST	15,499,443	15,496,594	15,560,529	15,560,529	

Private Defender Program (2800B)

Program Outcome Statement

Provide competent legal representation to the indigent

Services Provided

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.

Program Results

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. In FY 2010-11, the total number of cases that were appointed to the PDP was 20,944; a slight decrease from the prior year.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of criminal arraignments, both limited and general jurisdiction	16,134	15,540	15,470
Number of probation violations	1,166	1,020	1,020

Private Defender Program (2800B)

Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	16,510,522	16,510,529	16,510,529	16,510,529	
Total Sources	1,011,079	1,013,936	950,000	950,000	
Net County Cost	15,499,443	15,496,594	15,560,529	15,560,529	

FY 2012-13 Funding Adjustments

There are no significant changes.

County Support of the Courts (2700B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	7,301,671	8,008,212	7,053,034	7,012,000	(41,034)
Intergovernmental Revenues	29				
Charges for Services	2,140,514	2,171,683	1,993,000	2,017,000	24,000
Miscellaneous Revenue	792,095	870,025	800,000	929,034	129,034
TOTAL SOURCES	10,234,309	11,049,919	9,846,034	9,958,034	112,000
REQUIREMENTS					
Salaries and Benefits	413,543	454,545	460,000	465,000	5,000
Services and Supplies	672,808	1,010,140	1,130,000	1,130,000	
Other Charges	18,895,107	19,120,288	18,996,165	19,103,165	107,000
TOTAL REQUIREMENTS	19,981,458	20,584,973	20,586,165	20,698,165	112,000
NET COUNTY COST	9,747,149	9,535,054	10,740,131	10,740,131	

County Support of the Courts (2700B)

Budget Unit Description

Account for all Court-related General Fund revenues and expenditures

Description of Services

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)

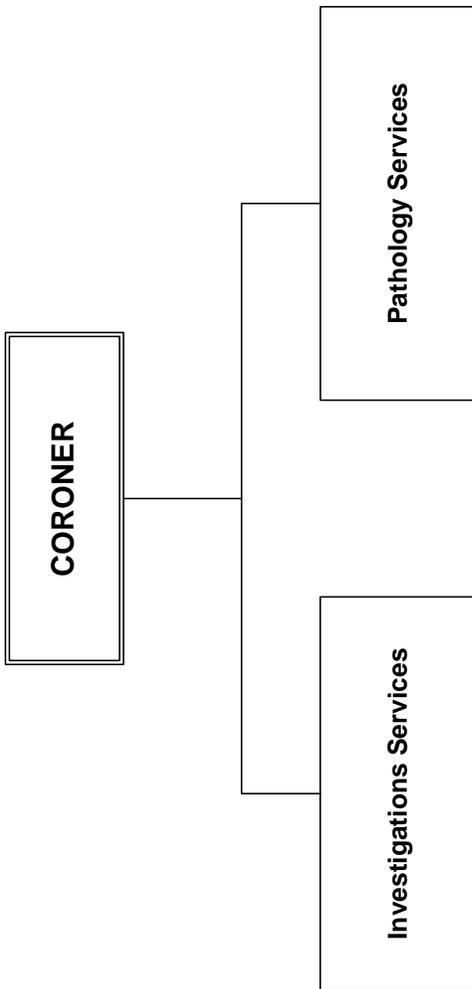
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	19,981,458	20,584,973	20,586,165	20,698,165	112,000
Total Sources	10,234,309	11,049,919	9,846,034	9,958,034	112,000
Net County Cost	9,747,149	9,535,054	10,740,131	10,740,131	

FY 2012-13 Funding Adjustments

There are no significant changes.

CORONER'S OFFICE



Coroner's Office (3300B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	11,111	10,952	11,200	11,215	15
Intergovernmental Revenues	441,270	393,713	450,713	450,713	
Charges for Services	230,195	337,394	281,150	270,000	(11,150)
Miscellaneous Revenue	16,372	29,875	7,138	7,138	
Total Revenue	698,949	771,934	750,201	739,066	(11,135)
Fund Balance	511,844	662,637	662,637	522,382	(140,255)
TOTAL SOURCES	1,210,793	1,434,571	1,412,838	1,261,448	(151,390)
REQUIREMENTS					
Salaries and Benefits	1,684,799	1,816,623	1,846,917	1,832,241	(14,676)
Services and Supplies	649,116	613,896	692,076	730,719	38,643
Other Charges	276,950	288,661	303,422	316,913	13,491
Net Appropriations	2,610,865	2,719,180	2,842,415	2,879,873	37,458
Contingencies/Dept Reserves	335,348	384,141	362,297	165,452	(196,845)
TOTAL REQUIREMENTS	2,946,213	3,103,321	3,204,712	3,045,325	(159,387)
NET COUNTY COST	1,735,420	1,668,750	1,791,874	1,783,877	(7,997)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	15.0	14.0	14.0	
Funded FTE	15.0	14.7	13.7	14.0	0.3

Coroner's Office (3300B)

Department 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.

Mandated Services

- Conduct independent investigations to determine the cause and manner of death
- Safeguard the property of decedents
- Identify decedents and locate and notify next of kin
- Advise the Health System of investigations related to Sudden Infant Death Syndrome (SIDS)
- Conduct blood testing

Discretionary Services

- Conduct the Save-A-Life program
- Coordinate the Every 15 Minutes program

Major Accomplishments in FY 2011-12

In FY 2011-12, the Coroner's Office had several major accomplishments that included: 1) certified two Deputy Coroners by completing the Nationwide Death Investigation training; 2) transitioned finance and personnel / payroll support to the Human Resources Department as a result of the Shared Service initiative; and 3) identified a cold case through DNA testing and provided closure to the decedent's next of kin.

Changes, Challenges, and How to Measure Success in FY 2012-13

In FY 2012-13, the Coroner's Office has established a three 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 2012-13 will be to implement year one of the plan which will require a change in schedule in order to have additional Deputy Coroner's available during peak hours and on-call during the evening to reduce overtime due to gaps in schedules. Employees will also be trained to conduct work currently being handled by contractors. Safety and Technology equipment will be purchased to allow employees to serve the public in an efficient manner. It is anticipated that these changes will be reflected in the customer service satisfaction surveys completed by family members.

Additionally, the Coroner's Office will highlight Jane and John Doe cases in the newspaper in order to develop leads and potentially increase the number of cold cases that will be solved.

Another initiative will be to increase number of participants in the Save-A-Life and Every 15 Minute programs by offering them to high school students in San Mateo County. These programs are designed to expose youth to reckless behavior and try to prevent accidental deaths, which can help young adult's make better decisions. 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 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of survey respondents rating services good or better	93%	99%	90%
Percent of cases closed within 45 days	94%	93%	95%

Coroner's Office (3300B) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	15.0	15.0	14.0	14.0	
Funded FTE	15.0	14.7	13.7	14.0	0.3
Total Requirements	2,946,213	3,103,321	3,204,712	3,045,325	(159,387)
Total Sources	1,210,793	1,434,571	1,412,838	1,261,448	(151,390)
Net County Cost	1,735,420	1,668,750	1,791,874	1,783,877	(7,997)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

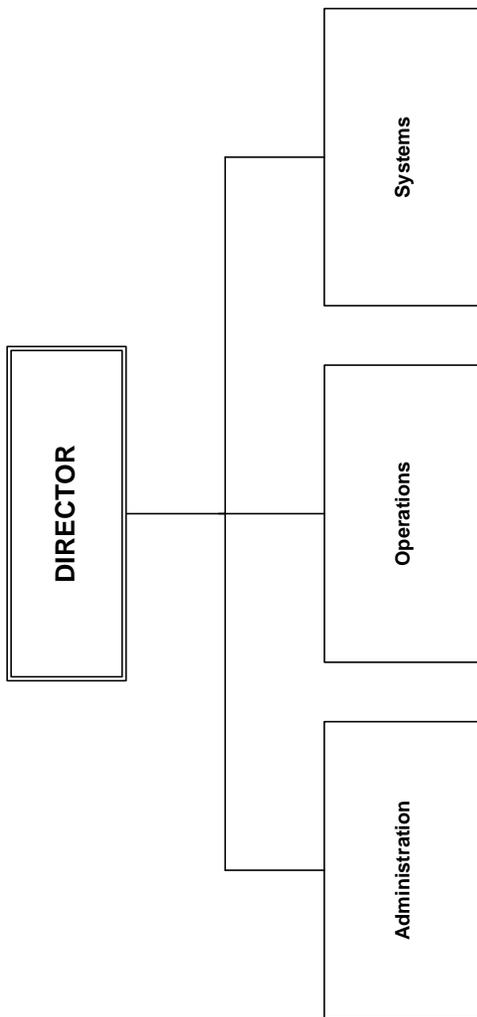
1. **Budget Adjustments: (\$151,390)**

Fund Balance has been decreased to reflect one-time costs associated with equipment purchases, training for staff and overtime usage as well as to cover the structural budget deficit. Departmental Reserves have been used to cover the structural budget deficit. In addition, accounting changes were made to more accurately reflect expenses for the Department.

2. **Budget Reduction Strategies: (\$67,218)**

The Coroner's Office has made reductions in services by implementing a three year plan to streamline operations and reduce the current structural budget deficit. These changes include: 1) change in work schedule which allows for more coverage during peak hours to reduce overtime costs; 2) reduction in contract costs by expanding autopsy technicians duties; 3) a one-time purchase for safety equipment and disaster preparedness supplies to assist with new assigned duties; and 4) increase in support from the Information Services Department for desktop and server maintenance, and case management system support.

**OFFICE OF PUBLIC
SAFETY
COMMUNICATIONS**



Public Safety Communications (1240B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	2,646,756	1,960,464	2,042,464	2,132,097	89,633
Charges for Services	3,920,283	4,119,638	4,301,806	4,391,433	89,627
Interfund Revenue	10,664	10,151	7,951	10,607	2,656
Miscellaneous Revenue	116,048	118,971	106,000	106,000	
Total Revenue	6,693,750	6,209,223	6,458,221	6,640,137	181,916
Fund Balance	557,578	834,756	723,357	254,431	(468,926)
TOTAL SOURCES	7,251,328	7,043,979	7,181,578	6,894,568	(287,010)
REQUIREMENTS					
Salaries and Benefits	7,587,991	8,393,795	8,165,061	8,193,699	28,638
Services and Supplies	556,037	496,461	459,970	538,873	78,903
Other Charges	459,890	479,513	500,323	425,160	(75,163)
Fixed Assets	7,501	527,538			
Gross Appropriations	8,611,419	9,897,306	9,125,354	9,157,732	32,378
Intrafund Transfers	(154,591)	(134,149)	(124,190)	(246,659)	(122,469)
Net Appropriations	8,456,829	9,763,157	9,001,164	8,911,073	(90,091)
Contingencies/Dept Reserves	272,078	650,610	650,610	453,691	(196,919)
TOTAL REQUIREMENTS	8,728,907	10,413,767	9,651,774	9,364,764	(287,010)
NET COUNTY COST	1,477,579	3,369,788	2,470,196	2,470,196	
AUTHORIZED POSITIONS					
Salary Resolution	56.0	54.0	54.0	54.0	
Funded FTE	55.4	54.0	54.0	54.0	

Public Safety Communications (1240B)

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.

Mandated Services

- Serve as the 911 Public Safety Answering Point (PSAP) for landline, wireless, VOIP, and Telematics
- Provide dispatch services to contract agencies such as American Medical Response (AMR), the Broadmoor and East Palo Alto police departments as well as the Sheriff's unincorporated and contract service areas
- Provide mutual aid communications for countywide coordination and the Gang Task Force
- Act as the custodian of records for all calls received in the call center
- Provide training as a certified POST Dispatch Academy Presenter

Discretionary Services

- Provide after hours / part-time services to County Departments
- Provide alarm monitoring services
- Provide back-up dispatch services to allied agencies

Major Accomplishments in FY 2011-12

In FY 2011-12, the Office of Public Safety Communications had several major accomplishments that included: 1) incorporated San Carlos, Half Moon Bay and Millbrae law enforcement communications technology and dispatch responsibilities into the Sheriff's Office patrol bureau operations; 2) incorporated fire communications technology and dispatch responsibilities into recently merged Fire Departments; and 3) achieved re-accreditation in Emergency Medical Dispatch, maintaining status as the 97th agency in the world and 11th in the State as an Accredited Center of Excellence.

Changes, Challenges, and How to Measure Success in FY 2012-13

In the next fiscal year, the Department anticipates major change and challenges considering the potential for relocation of the Department to the new Circle Star complex. Moving the 911 Center is a highly technical and strategic process. Planning is paramount in order to move the center while maintaining a continuity of service to the public and public safety agencies we serve. The Department will be exploring different ways to manage the project in order to maintain service levels in all divisions of the organization.

Relevant to the relocation is our continued work with the County and City Managers Association on Shared Services. The Department continues to study the feasibility of countywide or regional consolidation of law enforcement communications. Realized savings, efficiencies, and / or service improvements from consolidation and building out the new Dispatch Center to accommodate growth will be incorporated into the new Center's space plan. The challenge here is the ability to conduct this highly analytical work while planning relocation with the limited administrative staff in the Department.

Relevant to consolidation is cost recovery. The Department is prepared to develop an equitable fee schedule in order to secure long-term service agreements between the cities and county. This is not only important for new contracts but in revisiting existing agreements to ensure equity between services and fees. The obvious challenge is to determine a fair and equitable balance between the county and cities we serve considering the existing state of the local economy.

Public Safety Communications will measure our success by providing the County Manager's Office with periodic progress reports on the Center's relocation planning process and associated work with contractors. These plans will include whether or not it will be necessary to plan for growth based on the disposition of the consolidation feasibility study conducted for the County and City Manager's Association. It is anticipated the study will be complete by Spring 2013. The Department anticipates completing the development of several formulas for consideration by the Board and the County Manager regarding the progress on fee adjustments and cost recovery by January 2013. Savings from these formulas may be realized by reducing General Fund contributions for dispatch services in future years.

Other Department Initiatives

- Accommodate implementation schedules of future law enforcement service consolidations

Program Results

Public Safety Communications customer satisfaction ratings and high priority calls accurately dispatched remain high at 100% and this trend is anticipated to continue. In FY 2012-13 Public Safety Communications expects to 1) participate in development strategies to relocate the Department to a more conducive, safe and productive work environment; 2) explore methods for full cost recovery of dispatch services; 3) implement software programs to address automated shift scheduling which may reduce overtime and a personnel management tracking program that will automate employee contacts, activity and compliance; 4) integrate communications and operations policy, procedures and technology for law enforcement service contracts/mergers; and 5) continue to work with city managers to explore Regional or Countywide communications consolidation. With these changes it is anticipated that Public Safety Communications will provide services more efficiently while managing costs, therefore being able to expand dispatching services to new customers.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of customer survey respondents rating overall services good or better by 911 callers and emergency services	100%	100%	90%
Percent of high priority calls accurately dispatched by Police, Fire, and Medical	100%	100%	90%

Public Safety Communications (1240B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	56.0	54.0	54.0	54.0	
Funded FTE	55.4	54.0	54.0	54.0	
Total Requirements	8,728,907	10,413,767	9,651,774	9,364,764	(287,010)
Total Sources	7,251,328	7,043,979	7,181,578	6,894,568	(287,010)
Net County Cost	1,477,579	3,369,788	2,470,196	2,470,196	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Budget Adjustments: \$287,010**

Public Safety Communications Revenue has increased due to Public Safety Sales Tax (Proposition 172) and dispatching contract services. Fund Balance has been decreased to reflect elimination of one-time costs associated with vehicle maintenance, computer and safety equipment and training as well as to cover additional salary costs in FY 2011-12 for new hires. Departmental Reserves have been used to cover salary and benefits costs associated with new hire training and to fund an intern to support multiple technology projects. In addition, Public Safety Communications, rather than the Information Services Department, will begin direct billing for pagers, thus increasing pager expenses and will be offset by a reimbursement from county departments and local government agencies.

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Structural Fire (3550B)
Structural Fire Protection Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	5,360,926	4,506,574	4,217,592	4,444,386	226,794
Use of Money and Property	58,585	53,057	42,000	42,000	
Intergovernmental Revenues	38,912	32,894	28,747	29,691	944
Charges for Services	238,904	279,159	265,000	275,000	10,000
Interfund Revenue		1,050,791	1,869,165	228,000	(1,641,165)
Miscellaneous Revenue	327,773	24,578	23,000	18,683	(4,317)
Total Revenue	6,025,099	5,947,053	6,445,504	5,037,760	(1,407,744)
Fund Balance	525,059	318,763	191,939	328,593	136,654
TOTAL SOURCES	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)
REQUIREMENTS					
Services and Supplies	6,231,396	6,073,876	6,637,443	5,229,699	(1,407,744)
Net Appropriations	6,231,396	6,073,876	6,637,443	5,229,699	(1,407,744)
Non-General Fund Reserves	318,763	191,939		136,654	136,654
TOTAL REQUIREMENTS	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)

Structural Fire (3550B)

Budget Unit Description

Receives property tax revenue and other sources to fund fire protection services

Services Provided

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.

Program Results

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 a decline in property tax growth of 16.3% over this time frame.

CalFire has mitigated some of these losses by recommending that staffing be reduced on one engine from three to two. In addition, in FY 2011-12, CalFire employees agreed to increase their contribution towards PERS retirement from 6% to 10% and the creation of a two-tiered retirement system with new employees entering the system at 3% at 55. This new tier should result in long-term savings but may have limited short-term benefits until such time that a significant number of new employees enter the system.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
General Fund contributions to Structural Fire	\$1,050,791	\$1,050,791	\$0
Reserves as a percentage of Net Appropriations	3%	0%	0%

Structural Fire (3550B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)
Total Sources	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)

FY 2012-13 Funding Adjustments

There are no significant changes.

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Fire Protection Services (3580B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Interfund Revenue	6,192,282	6,073,876	6,637,443	5,229,699	(1,407,744)
Miscellaneous Revenue		2,918			
TOTAL SOURCES	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)
REQUIREMENTS					
Salaries and Benefits	156	144	379	1,982	1,603
Services and Supplies	5,867,355	5,898,057	6,153,512	5,008,855	(1,144,657)
Other Charges	150,028	151,148	171,613	168,862	(2,751)
Fixed Assets	174,744	27,445	311,939	50,000	(261,939)
TOTAL REQUIREMENTS	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)

Fire Protection Services (3580B)

Program Outcome Statement

Provides fire protection and emergency response in the unincorporated area of San Mateo County

Services Provided

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.

Program Results

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. The proposed budget eliminates the County Fire engine at the Tower Road station. That station will still house the CSA #1 engine year round and the CalFire state funded engine during the fire season. In addition, the City of San Mateo has a fire station about a mile away from the Tower Road station. Response times are not expected to drop below the seven minute target due to this change.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of fire related deaths and injuries	0	0	0
Percent of fire and emergency medical calls responded to within time criteria established by County EMS	90%	90%	90%

Fire Protection Services (3580B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)
Total Sources	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Elimination of One Engine at the Tower Road Fire Station: (\$1,144,657)

In order to reduce the General Fund subsidy for fire services in the unincorporated area, one Engine Company at Station 17 in the San Mateo Highlands will be eliminated. Two other engine companies, one funded in part by residents of the Highlands and one funded by CalFire, will remain housed at the station. In addition, the City of San Mateo has an engine company located within one-half mile of the Tower Road station with automatic deployment responsibilities to this neighborhood.

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County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	2,084,055	2,105,022	1,976,970	2,080,224	103,254
Use of Money and Property	14,260	16,874	15,000	15,000	
Intergovernmental Revenues	13,594	13,963	13,963	13,215	(748)
Charges for Services	91,720	91,720	93,000	93,000	
Total Revenue	2,203,629	2,227,579	2,098,933	2,201,439	102,506
Fund Balance	1,323,507	1,482,989	1,600,567	1,499,923	(100,644)
TOTAL SOURCES	3,527,136	3,710,568	3,699,500	3,701,362	1,862
REQUIREMENTS					
Services and Supplies	2,043,884	2,109,974	2,314,172	2,259,034	(55,138)
Other Charges	263	27	152	181	29
Net Appropriations	2,044,147	2,110,001	2,314,324	2,259,215	(55,109)
Non-General Fund Reserves	1,482,989	1,600,567	1,385,176	1,442,147	56,971
TOTAL REQUIREMENTS	3,527,136	3,710,568	3,699,500	3,701,362	1,862

County Services Area #1 (3560B)

Program Outcome Statement

Provides fire, emergency response, and law enforcement services to residents of County Service Area #1

Services Provided

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.

Program Results

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 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of customer survey respondents rating Fire Protection services good or better	90%	90%	90%
Percent of customer survey respondents rating Sheriff's services good or better	100%	100%	100%

County Service Area #1 (3560B) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	3,527,136	3,710,568	3,699,500	3,701,362	1,862
Total Sources	3,527,136	3,710,568	3,699,500	3,701,362	1,862

FY 2012-13 Program Funding Adjustments

There are no significant changes.



HEALTHY RESIDENTS

OUR NEIGHBORHOODS ARE SAFE
AND PROVIDE RESIDENTS WITH
ACCESS TO QUALITY HEALTH CARE
AND SEAMLESS SERVICES.

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



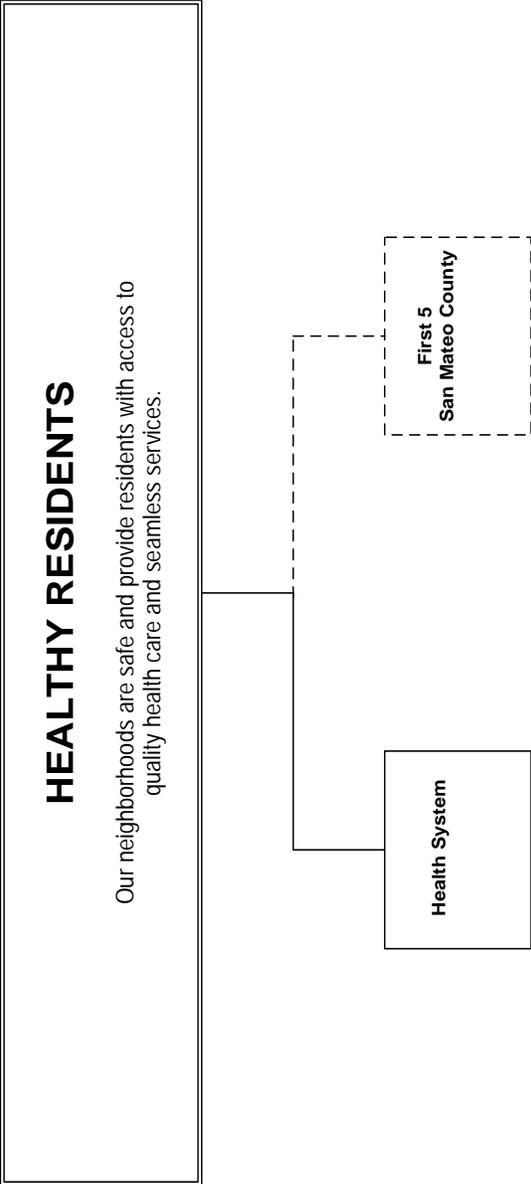
Environmentally Conscious Community

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



Collaborative Community

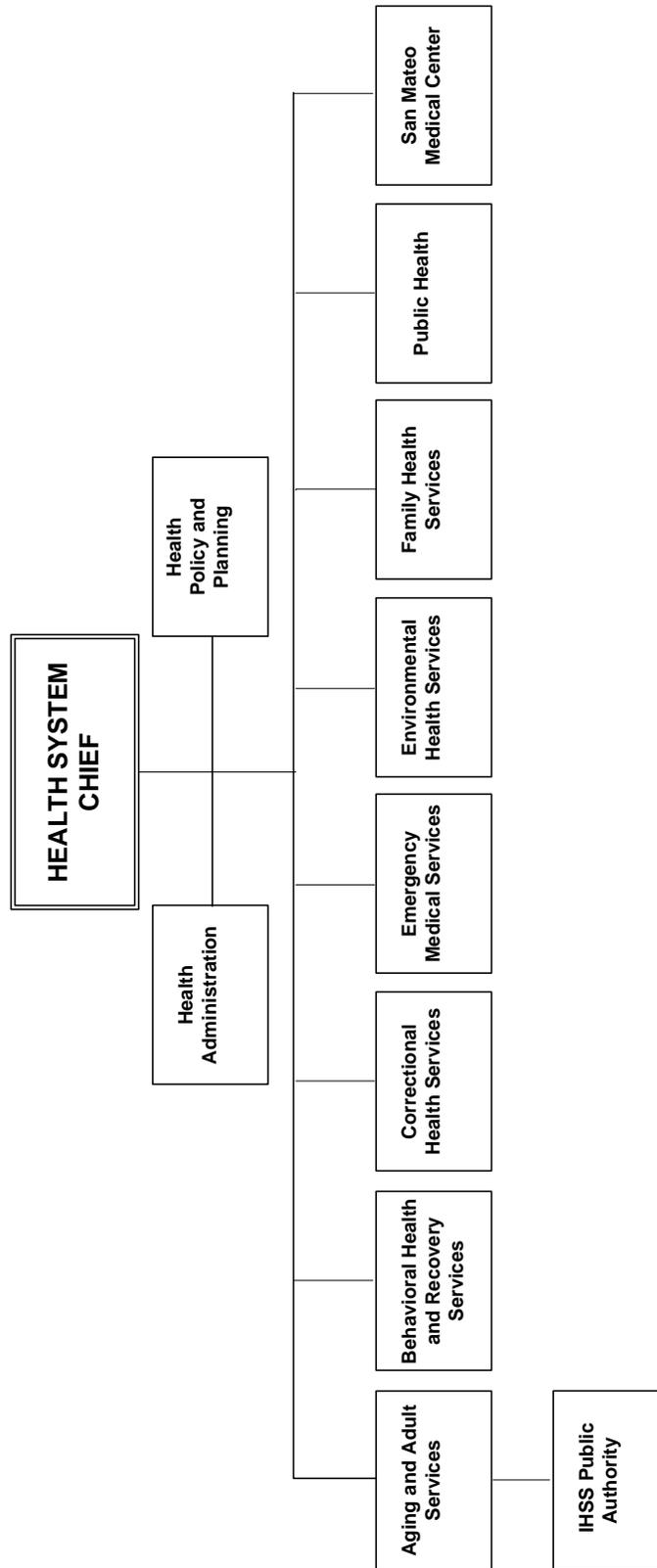
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Healthy Residents
FY 2012-13 All Funds Summary

Total Requirements	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
General Fund Budgets					
Health Administration	1,601,677	683,615	2,444,717	2,242,531	(202,186)
Health Policy and Planning	8,352,379	9,818,459	10,681,217	10,558,888	(122,329)
Emergency Medical Services GF	4,706,909	4,918,302	4,876,168	5,386,305	510,137
Aging and Adult Services	21,665,296	21,795,789	22,823,378	22,471,450	(351,928)
IHSS Public Authority GF	4,487,523	4,487,523	3,702,306	3,702,306	
Environmental Health Services	14,032,546	15,001,483	15,997,507	15,747,499	(250,008)
Behavioral Health and Recovery Services	133,908,123	126,310,552	132,167,654	132,406,024	238,370
Public Health	24,442,627	23,544,378	23,941,314	23,396,805	(544,509)
Family Health Services	25,127,618	25,975,411	26,691,720	26,846,594	154,874
Correctional Health Services	8,051,496	9,640,414	9,576,530	9,915,325	338,795
Contributions to Medical Center	66,570,454	64,453,813	57,498,946	75,181,684	17,682,738
Total General Fund	312,946,649	306,629,740	310,401,457	327,855,411	17,453,954
Non-General Fund Budgets					
Emergency Medical Services Fund	5,036,785	5,378,448	4,974,067	5,442,711	468,644
IHSS Public Authority	15,533,436	16,176,329	18,119,147	18,202,297	83,150
San Mateo Medical Center	244,220,929	267,399,276	276,402,331	258,759,182	(17,643,149)
Total Non-General Fund	264,791,150	288,954,053	299,495,545	282,404,190	(17,091,355)
Total Requirements	577,737,799	595,583,793	609,897,002	610,259,601	362,599
Total Sources	479,161,315	498,642,839	517,799,765	497,898,208	(19,901,577)
Net County Cost	98,576,484	96,940,954	92,097,237	112,361,393	20,264,156
AUTHORIZED POSITIONS					
Salary Resolution	2,246.0	2,237.0	2,184.0	1,967.0	(217.0)
Funded FTE	2,110.6	2,083.4	2,049.3	1,866.3	(183.1)
<u>Information Only:</u>					
First 5 San Mateo County	40,783,708	38,132,087	322,989,806	28,294,402	(4,695,404)

HEALTH SYSTEM



Health System (5000D)

All Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	18	(10,757)			
Licenses, Permits and Franchises	1,239,204	1,393,027	1,488,519	1,441,581	(46,938)
Fines, Forfeitures and Penalties	3,055,033	3,323,186	2,695,349	3,346,053	650,704
Use of Money and Property	139,820	257,764	243,153	243,518	365
Intergovernmental Revenues	152,875,126	194,052,741	183,680,619	204,446,613	20,765,994
Charges for Services	196,947,715	195,619,965	220,967,375	195,725,895	(25,241,480)
Interfund Revenue	26,018,670	18,919,507	19,648,787	21,445,340	1,796,553
Miscellaneous Revenue	22,060,785	17,724,525	25,566,120	15,161,357	(10,404,763)
Other Financing Sources	25,644,973	21,946,869	9,374,946	23,431,684	14,056,738
Total Revenue	427,981,342	453,226,827	463,664,868	465,242,041	1,577,173
Fund Balance	33,249,868	27,292,429	37,888,774	16,410,044	(21,478,730)
TOTAL SOURCES	461,231,210	480,519,256	501,553,642	481,652,085	(19,901,557)
REQUIREMENTS					
Salaries and Benefits	260,690,501	270,380,212	283,191,109	274,291,301	(8,899,808)
Services and Supplies	158,580,115	155,474,841	164,374,894	165,095,473	720,579
Other Charges	81,911,622	83,322,431	93,203,223	93,701,297	498,074
Fixed Assets	46,191	106,750	9,072,308	1,733,520	(7,338,788)
Other Financing Uses	10,583,219	9,979,427	12,831,000	11,585,229	(1,245,771)
Gross Appropriations	511,811,649	519,263,661	562,672,534	546,406,820	(16,265,714)
Intrafund Transfers	(23,059,333)	(23,264,253)	(25,142,087)	(24,483,357)	658,730
Net Appropriations	488,752,315	495,999,408	537,530,447	521,923,463	(15,606,984)
Contingencies/Dept Reserves	14,632,450	12,837,683	10,752,962	9,177,600	(1,575,362)
Non-General Fund Reserves	7,782,580	22,292,890	4,114,647	3,976,854	(137,793)
TOTAL REQUIREMENTS	511,167,345	531,129,981	552,398,056	535,077,917	(17,320,139)
NET COUNTY COST	49,936,135	50,610,725	50,844,414	53,425,832	2,581,418
AUTHORIZED POSITIONS					
Salary Resolution	2,258.0	2,249.0	2,196.0	1,977.0	(219.0)
Funded FTE	2,121.4	2,094.2	2,060.1	1,876.4	(183.7)

Health System (5000D)

Department 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.

Mandated Services

- Services to everyone who comes to the Emergency Department
- Healthcare to residents below 200% of the Federal Poverty Level
- Services to the seriously mentally ill
- Services to seriously emotionally disturbed children
- Substance abuse and treatment services identified in the federal block grant
- Healthcare for adults in jail and minors in juvenile hall
- Public health laboratory
- Restaurant, pool, water quality inspections
- Communicable disease control and investigation
- Animal control
- Protection of conserved adults through the Public Guardian
- Protection against elder and dependent adult abuse
- Handling estates of decedents without administrators through the Public Administrator
- In-Home Supportive Services
- California Children's Services
- A Medi-cal Mental Health Plan

Discretionary Services

- Building healthy communities to prevent disease and improve the quality and length of residents' lives
- Health insurance for low-income children
- Case management and early interventions for children, families, older adults and persons with disabilities
- Nutrition support for low-income parents and children
- Emergency medical services through paramedics
- Treatment and recovery for substance users
- Re-entry and rehabilitation services in the jails
- Support for commissions and community advisory boards
- Providing healthcare services to Medi-Cal beneficiaries

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Fines, Forfeitures and Penalties

- Increase in revenue from the Courts for court fines in Emergency Medical Services to reflect current actuals: \$470,000

Intergovernmental Revenue

- Increase due to the California Bridge to Reform Waiver and anticipated increased enrollment: \$11 million

- Increase in revenue for the Coverage Initiative program based on increased enrollment: \$6 million
- Increase in Realignment and federal revenue to the Public Authority due to caseload and health benefit cost increases in the Public Authority in In-Home Supportive Services: \$2.3 million

Charges For Services

- Reduction due to the closure of Burlingame Long Term Care: (\$31 million)
- Increase due to the reclassification of Emergency Medical Services Revenue to here as required by the Controller's Office: \$3.7 million
- Increase in revenue in Behavioral Health and Recovery Services due to a change in the state contracting methodology: \$2.2 million

Interfund Revenue

- Increase due to covering costs for the operational loss during the closure of Burlingame Long Term Care which was offset by other reductions

Misc. Revenue

- Reduction due to the completion of loan repayment from the Medical Center to Behavioral Health and Recovery Services: (\$4 million)
- Reclassification of revenue in Emergency Medical Services from this category to Charges for Services as required by the Controller's Office and the removal of various grants: (\$3.7million)

Salaries and Benefits

- Reduction due to the elimination of 219 positions. Two hundred due to the closure of Burlingame Long Term Care and a net of 19 reductions throughout the Health System.

Fixed Assets

- Decrease due to removal of one-time purchases and to meet budget targets: (\$7.3 million)

Other Financing Uses

- Decrease due to reduced capital budget at the Medical Center: (\$1.2 million)

Contingencies/Department Reserves

- Decrease in reserves to prevent further reductions in services: (\$1.6 million)

Major Accomplishments in FY 2011-12

The Health System implemented the Medi-Cal waiver "Bridge to Reform" health coverage program for people who will become newly eligible for Medi-Cal under the federal health reform law, exceeding the 7,200 enrollment target and meeting all patient access and financial goals. The Health System also met all Delivery System Reform Incentive Program milestones for the first year of the waiver and is on track to meet all second year milestones by June 30, 2012.

The Health System has made major strides in environmental improvement by implementing a ban on polystyrene food containers in the unincorporated county followed by similar bans by the cities of Burlingame, Foster City and Half Moon Bay; completing the first health element in the county for the North Fair Oaks Community Plan; and launching the Grand Boulevard Initiative Walk the Talk Forums to build local advocacy for healthy development practices.

The Health System received a grant of \$3.9 million for three and a half years from the California Department of Public Health to provide health home visits to low-income, first-time teenage mothers from early in their pregnancy through the child's second year.

The Health System implemented, in partnership with Human Services Agency and Probation, the Service Connect program to assess and provide needed support and services to non-violent offenders being released from state prison to assist in their successful re-integration into San Mateo County communities.

The Health System was selected as one of four California counties to pilot an innovative "Duals Pilot" program with the Health Plan of San Mateo to provide case management, medical services, long term care services and personal assistance to low-income seniors and people with disabilities who have Medicare and Medi-Cal coverage. The goal is to achieve seamless integration of the medical and support services these individuals need to be able to live successfully in the most home-like, least restrictive setting.

Changes, Challenges, and How to Measure Success in FY 2012-13

Ensuring a resident-centered, timely, and cost-effective end to the lease for Burlingame Long Term Care. In February 2012, the Health System recommended, and the Board of Supervisors approved, a decision not to renew the lease for Burlingame Long Term Care when it expires on June 30, 2013. During FY 2012-13, the Health System will need to exit the facility by June 30, 2013, place 190 BLTC residents in other appropriate placements, reduce approximately 200 positions, and remain within the transition budget.

Driving quality ever higher and costs lower. Starting January 2014, federal health reform will have two major effects: many uninsured residents will get coverage and thus have more choice among providers, and the supplemental payments the Health System receives from the state/federal governments for serving a disproportionately high number of uninsured and Medi-Cal patients will begin to decrease. Since 20,000 residents will not benefit from this expansion of coverage and will remain the County responsibility, the Health System must simultaneously drive quality higher and costs lower to be able to continue to provide care to these residents. To that end, the Medical Center is focusing relentlessly on cost and quality, implementing a complete electronic health record and using the LEAN process improvement program to improve the cost and effectiveness of patient care. The Health System is also considering how to expand the LEAN process improvement program to other divisions. The success of these efforts will be measured by whether the Health System meets its budget and the milestones for the federal Delivery System Reform Incentive Program.

Providing access to healthcare with an increasing number of ACE patients and static County contribution. Over the last three years, the number of people who qualify for the County's program of health coverage, called the ACE program, has nearly doubled, while the County contribution to the Medical Center that funds the care for ACE patients has declined. Consequences include a long waiting list for primary care access and an increased number of visits to the Emergency Department. This year the Health System will continue work to increase the number of patients seen with existing resources, implement staffing ratio changes to increase efficiency, and seek financial support from local healthcare districts for care to their residents.

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 a successful re-entry into the community. Successful program development by the Health System and other partner agencies will result in the establishment of a re-entry process and Memorandum of Understanding that reflect San Mateo's Local Implementation Plan. Once the re-entry program is up and running, success will be measured through reductions in recidivism.

Integrating physical and mental health/substance use services. People with multiple chronic conditions, particularly those with mental illness or substance use disorders, need services that are easier for them to access and that treat the whole person, not just a single disease. Accordingly, the Health System is pushing forward with better integrating physical health and behavioral health services, both in primary care clinics and in specialty behavioral health clinics. A successful integration of physical and mental health/substance use services will allow the Health System to meet the objectives for its federal grant including provision of a "total wellness" integrated approach for 400 clients by June 2013.

Managing the transition with school districts for mental health services for special education students. A change in state law now provides local school districts the option to significantly change the provision of mental health services

for students for FY 2012-13 through selection of new providers. The outcomes of local school decisions will have an impact on the children and families historically served by Behavioral Health and Recovery Services (BHRS). District by district negotiations are underway and should reach conclusion by the end of June. Regardless of the outcome, BHRS will work closely with schools to facilitate a smooth transition for children and families. BHRS expects to make September changes to the FY 2012-13 budget once the outcome of these negotiations is known. A successful transition with school districts for special education students will result in Health System agreements with 50% or more of the school districts to continue using BHRS mental health services.

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 three pilot counties to address the many questions that will have to be answered in order to implement the Duals Pilot program by January 2013. 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. 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 admissions 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, 2013).

Managing the County's contribution to the IHSS program. The Duals Pilot will support the long term financial sustainability of IHSS but the benefits will not be immediate and may be delayed due to the State's reluctance to allow for flexibility in how counties use the program. The Duals Pilot will not change the requirement that the County provide 17% of the cost of the IHSS program to draw down 83% of the funding from the state and federal governments. The expected county cost of the program for FY 2012-13 is \$11,658,548. The County's General Fund contribution remains at \$3,702,306 with the balance coming from Realignment funds. The County match will draw in \$54.8 million in state and federal IHSS funding to San Mateo County. At the current funding level, the IHSS program, which is an entitlement program, will exhaust all of its Reserves by March 2014. Therefore, to meet its legal obligation, it is projected the County will need to contribute an additional \$1.2 million in FY 2013-14 and an additional \$5.4 million in FY 2014-15. The Health System will continue to manage utilization of the program and advocate with the State and other counties for more local flexibility in use of the program to support financial sustainability.

Continuing to advocate for improvements to make the environment healthier for people and for the planet. The Health System will expand and enforce the polystyrene ban and spearhead a regional ban on the retail use of single use bags that will require the completion of an EIR and approval by the County and many cities. Other work on upstream prevention includes continued advocacy 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. If successful, the upstream prevention work will result in the County and 50% of cities participating in the EIR adopting a single use bag ban.

Ensuring the appropriate administration of all Public Administrator estates. Hundreds of Public Administrator estates that were transferred to the Health System from the District Attorney's Office will be reviewed and resolved. By the end of FY 2012-13, the Health System will appropriately administer and resolve 50% of the transferred estates.

Health Administration (5500B)

Program Outcome Statement

Leadership and management for a successful Health System

Services Provided

Administration promotes and improves the health and well-being of the residents of San Mateo County by providing overall leadership, policy setting, management, and fiscal and administrative oversight and support for all County health functions.

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. It is expected that in FY 2012-13 that 90% of stakeholder survey respondents will rate services good or better.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of stakeholder survey respondents rating services good or better	86%	90%	90%
Percent of departmental challenges successfully addressed	N/A	N/A	90%

Health Administration (5500B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	14.0	12.0	12.0	12.0	
Funded FTE	13.8	11.4	11.4	11.5	0.1
Total Requirements	1,601,677	683,615	2,444,717	2,242,531	(202,186)
Total Sources	1,704,915	1,097,531	2,444,717	2,242,531	(202,186)
Net County Cost	(103,238)	(413,917)			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Reduction of Administrative Charges to Divisions (\$448,986)**

Interfund Revenue and Intrafund Revenue have been reduced to reflect a ten percent reduction in charges to divisions as a result of reduced expenses in Administration.

2. **Removal of One-time Expenses (\$781,301)**

One time expenses have been removed.

3. **Other Misc. Adjustments \$54,739**

Salary and benefits increases of \$230,721 were offset by an increase in Medi-Cal Administrative Activities claiming revenue (\$285,460).

Health Policy and Planning (5550B)

Program Outcome Statement

Improve population health using primary prevention strategies

Services Provided

Health Policy and Planning (HPP) leads the County's efforts to change the food and physical activity environments so that the healthy lifestyle becomes the easiest. HPP has a special focus on health equity among diverse populations. HPP epidemiologists watch for infectious disease outbreaks and analyze health data to help pinpoint health problems, while HPP planners partner with communities and other county agencies to find solutions. The Health Coverage Unit funds the Healthy Kids insurance program, providing insurance to over 5,000 low-income children, and assists 41,000 uninsured residents to enroll in health coverage. HPP also conducts external communications for the Health System.

Program Results

Health Policy and Planning (HPP) helps to prevent people from getting sick in the first place. HPP's long-term strategies to improve environments require engaging community stakeholders in making changes that promote health. This engagement has resulted in improved health for children through the implementation of school wellness policies in 11 local school districts and recognition through the Healthy Apple Award Program of five childcare and after school programs for achieving the highest level of physical activity and nutritional standards. HPP has also been successful in building long-term infrastructure that makes it easier for residents to lead active, health lives through inclusion of health as a component of land use planning in 15 cities and unincorporated areas where over 85% of County residents live and the adoption of active transportation requirements for the expenditure of Bay Area transportation dollars.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of San Mateo County elementary schools participating in Safe Routes to School	N/A	58	65
Number of children enrolled in health insurance	35,501	35,000	35,000

Health Policy and Planning (5550B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	51.0	52.0	47.0	47.0	
Funded FTE	50.9	51.4	46.4	46.5	0.1
Total Requirements	8,352,379	9,818,459	10,681,217	10,558,888	(122,329)
Total Sources	4,938,105	6,086,071	7,270,630	7,128,307	(142,323)
Net County Cost	3,414,274	3,732,388	3,410,587	3,430,581	19,994

FY 2012-13 Program Funding Adjustments

There are no significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

Emergency Medical Services GF (5600B)

Program Outcome Statement

Maintain a timely and effective emergency medical services system

Services Provided

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. 25,000 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 suspected stroke victims, 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 pays 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. EMS is also partially funded by American Medical Response for oversight activities.

Program Results

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 saves lives as well as limits morbidity.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of ambulance emergency medical service calls responded to on-time	94%	94%	94%
Percent of fire / 1st responder emergency medical service calls responded to on-time	97%	96%	96%

Emergency Medical Services GF (5600B) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	5.0	5.0	5.0	6.0	1.0
Funded FTE	5.0	5.0	5.0	6.0	1.0
Total Requirements	4,706,909	4,918,302	4,876,168	5,386,305	510,137
Total Sources	4,706,909	4,918,302	4,876,168	5,386,305	510,137
Net County Cost					

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Administrative Support: \$117,257

One Administrative Assistant II-E has been added to provide direct organizational and administrative support to EMS. EMS has taken on new programs, such as the ST Segment Elevation Myocardial Infarction (STEMI) program, and greater responsibility for mandated programs, such as processing a great number of EMT certifications, taxing the agency's provision of services at current staffing levels. This position will be funded by the EMS Trust Fund and requires no General Fund support.

2. System of Care for Acute Heart Attack Patients: \$98,500

EMS and local hospitals will be implementing a system of care for acute heart attack patients. The system will provide rapid identification and transportation of patients with STEMI, a type of heart attack, to designated specialty care hospitals. A contracted interventional cardiologist will provide medical consultation, implementation, a community education program, and develop a web-based system for hospital and EMS data entry through to a secured database. Program expenses will be offset by fees from each STEMI Receiving Center and with funds from the EMS Trust Fund.

3. Transfer of Administration of the San Mateo County Mental Assessment and Referral Team (SMART) program: (\$296,344)

The SMART Agreement with American Medical Response has been transferred to BHRS. EMS had previously managed the contract and received an Intrafund Transfer for the BHRS activities covered under the agreement. Increased funding opportunities currently exist in BHRS making it more fiscally advantageous for the contract to be managed by that division. As a result, funds transferred from BHRS have been removed, increasing total requirements.

Emergency Medical Services Fund (5630B)

Program Outcome Statement

Ensure timely payment for emergency care to uninsured

Services Provided

The Emergency Medical Services (EMS) - Trust funds 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 EMS is only able to pay approximately 25% of the total of each claim for uncompensated emergency care submitted. The balance of the claim remains uncompensated.

Program Results

Funding physicians and hospitals for uncompensated emergency trauma care keeps the emergency medical system viable and maintains the health and safety of the public by ensuring that emergency medical care is available.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Total expenditures	5,378,448	5,461,922	5,442,711

Emergency Medical Services Fund (5630B) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	5,036,785	5,378,448	4,974,067	5,442,711	468,644
Total Sources	5,036,785	5,378,448	4,974,067	5,442,711	468,644

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Transfer of Funds to Provide Administrative Support: \$117,257

Transfer of funds is made to EMS General Fund to cover one Administrative Assistant II-E. This position has been added to provide direct organizational and administrative support to EMS. EMS has taken on new programs, such as the ST Segment Elevation Myocardial Infarction (STEMI) program, and greater responsibility for mandated programs, such as processing a great number of EMT certifications, taxing the agency's provision of services at current staffing levels. This position will be funded by the EMS Trust Fund and requires no General Fund support.

2. Transfer of Funds to Fund System of Care for Acute Heart Attack Patients: \$33,500

Transfer of funds is made to EMS General Fund to cover a new collaborative system of care for acute heart attack patients. The system will provide rapid identification and transportation of patients with STEMI, a type of heart attack, to designated specialty care hospitals. A contracted interventional cardiologist will provide medical consultation, implement a community education program, and develop a web-based system for hospital and EMS data entry through to a secured database. Program expenses will be offset by fees from each STEMI Receiving Center and with funds from the EMS Trust Fund.

3. Increased Revenue from Court Fines: \$468,644

EMS anticipates increased revenue from court fines based on prior year trends. This will result in increased payments for Physicians/Trauma accounts which are funded from the revenue from court fines. The funding will be used for STEMI and administrative support, with the balance in reserves.

Aging and Adult Services (5700B)
General Fund

FY 2012-13 and 2013-14 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	68,653	105,660	70,000	70,000	
Use of Money and Property	60,012	170,862	177,810	177,810	
Intergovernmental Revenues	11,792,007	11,342,840	11,825,818	12,001,047	175,229
Charges for Services	2,659,412	2,386,396	3,530,853	3,550,074	19,221
Interfund Revenue	150,305	459,295	297,283	218,969	(78,314)
Miscellaneous Revenue	246,232	263,777	691,034	670,940	(20,094)
Total Revenue	14,976,621	14,728,829	16,592,798	16,688,840	96,042
Fund Balance	1,845,931	1,845,933	1,425,934	1,025,934	(400,000)
TOTAL SOURCES	16,822,552	16,574,762	18,018,732	17,714,774	(303,958)
REQUIREMENTS					
Salaries and Benefits	13,075,091	13,454,690	14,367,620	14,595,640	228,020
Services and Supplies	3,295,662	3,188,916	3,831,516	3,857,616	26,100
Other Charges	4,816,478	5,045,393	5,326,827	5,160,779	(166,048)
Gross Appropriations	21,187,232	21,688,999	23,525,963	23,614,035	88,072
Intrafund Transfers	(1,367,866)	(1,319,143)	(1,728,519)	(1,768,519)	(40,000)
Net Appropriations	19,819,365	20,369,856	21,797,444	21,845,516	48,072
Contingencies/Dept Reserves	1,845,931	1,425,933	1,025,934	625,934	(400,000)
TOTAL REQUIREMENTS	21,665,296	21,795,789	22,823,378	22,471,450	(351,928)
NET COUNTY COST	4,842,744	5,221,027	4,804,646	4,756,676	(47,970)
AUTHORIZED POSITIONS					
Salary Resolution	117.0	117.0	118.0	120.0	2.0
Funded FTE	117.0	116.5	117.5	120.0	2.5

Conservatorship Program (5700P)

Program Outcome Statement

Ensure physical/financial well-being of conservatees and estates

Services Provided

The Public Guardian (PG) program assumes decision-making power to ensure the physical and financial well-being of over 800 residents who have been "conserved", i.e., disabled by mental illness, dementia, or chronic disease and deemed unable to care for themselves by the Superior Court. Depending on the specific court order, the PG makes financial, housing, and medical decisions for conservatees. All PG conservatees are people without family members who are willing or able to take on this responsibility, or who are at risk of neglect or abuse by their families/caregivers/others. The PG program is administered under the jurisdiction of the Superior Court and in partnership with Behavioral Health and Recovery Services, County Counsel, Private Defender, 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.

Program Results

The PG ensures the well-being and safety of conserved clients and the protection of their finances. A measure of the effectiveness of PG fiduciary management is the percent of cases managed where there were no fiduciary claims filed against the Division, which in FY 2012-13 is estimated to be 99%. Regular contacts with conservatees by the Deputy Public Guardians ensure their health and safety and protects conservatees from possible abuse or neglect. In FY 2012-13, 95% of conserved clients will receive at least one face-to-face visit every 90 days.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of all conserved clients who receive at least one face-to-face visit every 90 days	95%	95%	95%
Percent of cases managed by the Public Guardian in which no fiduciary claims were filed against the Aging and Adult Services Division	100%	99%	99%

Conservatorship Program (5700P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	44.0	44.0	42.0	42.0	
Funded FTE	44.0	43.9	41.9	42.0	0.1
Total Requirements	5,335,267	5,617,568	6,051,469	6,218,198	166,729
Total Sources	2,729,467	2,740,362	3,745,669	3,771,504	25,835
Net County Cost	2,605,800	2,877,207	2,305,800	2,446,694	140,894

FY 2012-13 Program Funding Adjustments

There are no significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

Public Administrator Program (5710P)

Program Outcome Statement

Efficient and timely distribution of decedents' estates

Services Provided

The Public Administrator (PA) Program serves the public by investigating and administering the estates of persons who die without an appropriate person available or willing to act as administrator. The PA's primary duties include protecting the decedent's property from waste, loss or theft; and liquidating assets at public sale for distribution to heirs and/or to pay the decedent's bills and taxes. Like the Public Guardian (PG) Program, the PA acts under the authority of the Superior Court.

Program Results

The Public Administrator program was transferred to Aging and Adult Services (AAS) from the District Attorney's Office in FY 2011-12. AAS is developing policies and procedures for the PA that mirror the PG program. AAS has developed performance measures to track the initiation of investigation of cases referred and the timeliness of resolving and closing cases.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percentage of PA referrals where an investigation is initiated within three business days	N/A	85%	90%
Percentage of new PA cases with estate values up to \$150,000 that are closed within a 24-month period	N/A	85%	90%

Public Administrator Program (5710P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution			4.0	4.0	
Funded FTE			4.0	4.0	
Total Requirements			655,118	530,714	(124,404)
Total Sources			280,118	281,474	1,356
Net County Cost			375,000	249,240	(125,760)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Reduction in Administrative Charges: (\$114,251)**

This represents a reduction in administrative costs charged to the program by Health Administration.

Community-Based Programs (5720P)

Program Outcome Statement

Protect seniors and people with disabilities from abuse or neglect

Services Provided

Adult Protective Services (APS) responds to over 1,225 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 3,445 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. AAS also contracts with community providers to provide safety net services that help individuals avoid institutional care or homelessness.

Program Results

There is a growing need for Adult Protective Services in the community. The number of IHSS consumers has increased by 30%, and APS cases have increased by 14% since FY 2007-08. Despite these increases in workload, AAS Community-Based Programs have been able to keep a very high percentage of at-risk individuals in a least restrictive, community setting rather than institutional care through case management. APS responds quickly and effectively to cases to stop abuse and neglect. In FY 2012 - 13 it is expected that 85% of APS cases will be effectively resolved and stabilized for at least 12 months. In order to maintain these results for FY 2012-13, AAS is adding one Social Worker and one Community Worker.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of Adult Protective Services cases resolved and stabilized for at least 12 months	82%	84%	85%
Percent of at-risk individuals maintained in a least restrictive setting through case management	99%	98%	95%

Community-Based Programs (5720P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	73.0	73.0	72.0	74.0	2.0
Funded FTE	73.0	72.6	71.6	74.0	2.4
Total Requirements	16,330,029	16,178,221	16,116,791	15,722,538	(394,253)
Total Sources	14,093,085	13,834,401	13,992,945	13,661,796	(331,149)
Net County Cost	2,236,944	2,343,820	2,123,846	2,060,742	(63,104)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Staffing Increase for the In-Home Supportive Services Program: \$190,930

Due to an increasing number of applications for the In-Home Supportive Services program, one Social Worker and one Community Worker will be added. Costs will be covered by State and Federal Welfare revenue, resulting in No Net County Cost.

2. IHSS Case Management Information and Payroll System: (\$394,149)

This reduction is primarily due to the elimination of one-time fund balance and a reduction in State funding for the implementation of CMIPS II, the State's new Case Management Information and Payroll System for In-Home Supportive Services.

IHSS Public Authority (5800B)

Program Outcome Statement

Keep people at home with caregiver support

Services Provided

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 3,471 caregivers for 3,445 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, conducting caregiver orientations and trainings, and managing caregiver wages and health benefits.

Program Results

The services provided by the PA ensures that 3,445 low-income seniors and people with disabilities remain safely in their homes and provides training, employment and health benefits to 3,471 primarily low-income caregivers. Without these services, these seniors and people with disabilities may require institutional care, which would have a significant negative financial impact on the entire Health System. In addition, the orientations 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 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of consumers without caregiver resources who find an IHSS provider through the PA registry	78%	82%	85%
Average number of days to obtain a match between a caregiver and consumer through the PA registry	7	7	6

IHSS Public Authority (5800B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	15,533,436	16,176,329	18,119,147	18,202,297	83,150
Total Sources	15,533,436	16,176,329	18,119,147	18,202,297	83,150

FY 2012-13 Program Funding Adjustments

There are no significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

IHSS Public Authority GF (6900B)

Program Outcome Statement

Keep people at home with caregiver support

Services Provided

The Public Authority for IHSS Fund funds a portion of the County's required 17% match for In-Home Supportive Services (IHSS). The Public Authority (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 3,471 caregivers for 3,445 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.

Program Results

The expected County cost of the Public Authority program for FY 2012-13 is \$11,658,548. The County's General Fund contribution remains at \$3,702,306, with an additional \$4,000,000 in Realignment Reserves used in FY 2012-13 towards the County's cost of the program. The County match will draw in \$54.8 million in state and federal IHSS funding to San Mateo County. At the current funding level, the IHSS program, which is an entitlement program, will exhaust all of its Reserves by March 2014. Therefore, to meet its legal obligation, it is projected the County will need to contribute an additional \$1.2 million in FY 2013-14 and an additional \$5 million in FY 2014-15.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of consumers without caregiver resources who find an IHSS provider through the PA registry	78%	82%	85%
Average number of days to obtain a match between a caregiver and consumer through the PA registry	7	7	6

IHSS Public Authority GF (6900B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	4,487,523	4,487,523	3,702,306	3,702,306	
Net County Cost	4,487,523	4,487,523	3,702,306	3,702,306	

FY 2012-13 Program Funding Adjustments

There are no significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

Environmental Health Services (5900B)

Program Outcome Statement

Protect public health by preventing food and waterborne illnesses

Services Provided

Environmental Health Services (EHS) provides regulatory oversight through education, monitoring and enforcement. EHS inspects restaurants and grocery stores and monitors tobacco sales to minors. The division ensures proper storage and disposal of hazardous materials, responds to spills, oversees cleanup of contaminated soils and/or groundwater, inspects public pools and monitors beach water. Additionally, EHS inspects apartment buildings, and provides disposal of sharps, pharmaceuticals and household hazardous waste to all County residents.

Environmental Health expects to conduct 13,969 inspections at regulated businesses during FY 2012-13 and oversee cleanup of 250 unauthorized hazardous material releases that impact groundwater. EHS will also collect 24,000 pounds of pharmaceuticals and respond to 20 emergency calls.

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 90% of complaints within the required time period and that ocean beaches will be open and safe for recreational uses 99% of the total days. In FY 2011-12, EHS suspended 68 tobacco retailer licenses from non-compliant businesses, reducing sales of tobacco products to minors; closed 71 establishments with major violations of food safety practices, ensuring that food is safe; closed 210 public pools/spas with major violations, protecting the health and safety of the public; and pursued enforcement action against 13 businesses for repeat or major violators of hazardous material regulations, reducing the potential for hazardous material releases.

In FY 2011-12, the Household Hazardous Waste Program implemented efficiencies that reduced costs by eliminating duplicated services. This resulted in a reduction in the amount of waste diverted from landfill and in the number of households served directly by the program.

Environmental Health Services is funded almost entirely by fees for services and grants.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of permitted facilities receiving an annual inspection	80%	87%	90%
Gallons of household hazardous waste diverted from landfill disposal	90,338	100,000	75,000

Environmental Health Services (5900B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	73.0	74.0	74.0	74.0	
Funded FTE	72.6	73.7	73.7	74.0	0.3
Total Requirements	14,032,546	15,001,483	15,997,507	15,747,499	(250,008)
Total Sources	13,352,635	15,102,456	15,782,217	15,643,383	(138,834)
Net County Cost	679,911	(100,973)	215,290	104,116	(111,174)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Public Health Oversight of Vector Related Disease: (\$111,174)**

Net County Cost is being transferred to Public Health to provide investigation and oversight of vector related diseases, such as Lyme Disease and West Nile Virus.

Behavioral Health and Recovery Services (6100B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	34,016	34,016	34,016	33,276	(740)
Intergovernmental Revenues	68,769,328	73,119,587	68,331,177	68,010,000	(321,177)
Charges for Services	37,867,371	26,904,141	33,489,132	35,716,310	2,227,178
Miscellaneous Revenue	1,482,476	1,328,283	3,397,210	2,412,014	(985,196)
Total Revenue	108,153,191	101,386,027	105,251,535	106,171,600	920,065
Fund Balance	6,975,029	7,093,761	7,173,544	4,195,166	(2,978,378)
TOTAL SOURCES	115,128,220	108,479,788	112,425,079	110,366,766	(2,058,313)
REQUIREMENTS					
Salaries and Benefits	44,401,364	46,821,454	50,180,260	50,473,881	293,621
Services and Supplies	54,932,206	48,104,438	50,551,309	48,796,887	(1,754,422)
Other Charges	30,805,976	29,871,266	31,125,020	33,082,709	1,957,689
Gross Appropriations	130,139,546	124,797,158	131,856,589	132,353,477	496,888
Intrafund Transfers	(2,612,729)	(4,032,705)	(3,209,949)	(3,468,467)	(258,518)
Net Appropriations	127,526,817	120,764,453	128,646,640	128,885,010	238,370
Contingencies/Dept Reserves	6,381,306	5,546,099	3,521,014	3,521,014	
TOTAL REQUIREMENTS	133,908,123	126,310,552	132,167,654	132,406,024	238,370
NET COUNTY COST	18,779,903	17,830,763	19,742,575	22,039,258	2,296,683
AUTHORIZED POSITIONS					
Salary Resolution	401.0	400.0	395.0	395.0	
Funded FTE	388.3	380.5	375.1	377.9	2.8

Behavioral Health and Recovery Administration (6110P)

Program Outcome Statement

Provide program and fiscal leadership and management for BHRS

Services Provided

Compliance, Quality Assurance and Administration provides direction and leadership while defining 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.

Program Results

Compliance, Quality Assurance and Administration provides staff and contractors with the resources necessary 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. Innovative staff communications and responsiveness to staff inquiries during the implementation of the electronic health record are believed to have contributed to maintaining high staff job satisfaction. Continued efficiencies in administrative processes are expected to improve timeliness of contract completion.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of staff who are satisfied or very satisfied with their jobs	90%	90%	90%
Average number of days to complete contract development process	65	65	60

Behavioral Health and Recovery Administration (6110P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	53.0	54.0	53.0	55.0	2.0
Funded FTE	51.5	52.6	52.0	55.0	3.0
Total Requirements	20,945,772	19,778,605	20,262,396	19,091,730	(1,170,666)
Total Sources	20,072,756	18,500,794	19,096,145	17,909,435	(1,186,710)
Net County Cost	873,016	1,277,811	1,166,251	1,182,295	16,044

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Changes and Adjustments in Salaries and Benefits: \$481,984

Increase in costs resulting from adjustments in benefits costs and transfers of positions across programs to better align staffing level to service needs. Two positions were transferred from Alcohol and Other Drug Services (AOD), one position transferred from Child/Youth Services, and one position transferred to Child/Youth Services. There is no net fiscal impact to the department for the position transfers.

2. Completion of Electronic Health Record Implementation (\$755,001)

Fund balance and expenses have been reduced due to the completion of the Electronic Health Record implementation.

3. Reduction in Contract and Administrative Expenses (\$672,178)

Contracted services have been reduced \$293,348 based on projected use and the expense to support Administration has also been reduced \$378,830 based on projected expenses.

4. Redistribution of Mental Health Services Act (MHSA) Revenue (\$1,251,298)

As a result of reduced expenses and other available revenue, Mental Health Services Act funding has been redistributed to other program areas where services are being provided.

5. Revenue Increases for Realignment and Federal Funding: \$1,888,235

The 1991 Realignment revenue has been increased \$444,995 based on current collection and federal funding has also been increased by \$1,443,240 based on a change in state reimbursement rates.

6. Transfer of Joint Placement Fund and Miscellaneous: (\$1,068,646)

Transferred Joint Placement funds to Adult Program where services are being provided.

Mental Health Youth Services (6130P)

Program Outcome Statement

Improve mental health for children, youth and families

Services Provided

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. BHRS will provide services to 3,350 clients in FY 2012-13. 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. Services are provided in partnership with the schools, Child Welfare and Probation.

Program Results

Services are provided to severely emotionally disturbed children and youth to keep them in their homes and schools and promote their safety and well-being. Parents and youth report a high degree of satisfaction with the services they have received and it is expected in FY 2012-13 that 90% of survey respondents will agree youth receiving services are better at handling daily life. BHRS and its partners Child Welfare and Probation have been successful reducing the out-of-home placement rate substantially over the last five years and maintaining high-risk youth in community settings, a less disruptive and more cost effective solution than providing out-of-home residential services. BHRS implemented Full Service Partnerships in 2006 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 often successfully bring youth home sooner. A change in state law now provides local school districts the option to significantly change the provision of mental health services for students for FY 2012-13 through selection of new providers. Discussions with school districts have been concluded and BHRS is planning to continue to provide services for most districts. However, an accurate projection of services levels for FY 2012-13 is not expected to be known until after the end of the first school year quarter. With this uncertainty school related services have been budgeted at FY 2011-12 levels.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Average monthly census of out-of-home placements at the group home levels	74	85	85
Percent of survey respondents who agree/strongly agree the client is better at handling daily life	70%	91%	90%

Mental Health Youth Services (6130P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	161.0	155.0	151.0	149.0	(2.0)
Funded FTE	159.0	148.8	144.8	142.2	(2.5)
Total Requirements	27,907,762	29,074,099	29,157,330	30,972,696	1,815,366
Total Sources	24,196,483	25,238,107	23,630,981	24,731,246	1,100,265
Net County Cost	3,711,279	3,835,992	5,526,349	6,241,450	715,101

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Changes and Adjustments in Salaries and Benefits: (\$280,559)

Decrease in costs resulting from adjustments in benefits costs and transfers of positions across programs to better align staffing level to service needs. One position was transferred to Compliance, Quality Assurance and Administration and one position was transferred to Alcohol and Other Drug Treatment Services (AOD). There is no net fiscal impact to the department for the position transfers.

2. Mental Health Services Act Funding (MHSA) Increase \$2,048,928

Revenue and contract expenses have been increased for new early intervention and outreach services funded by MHSA funds.

3. Services Provided in the Schools Revenue Reduction (\$1,328,343)

FY 2011-12 was the first year that BHRS budgeted for the state's change of responsibility for mental health services in the schools from county mental health programs to the schools. Revenue projections have been reduced based on actual billing activity.

4. Other State/Federal Revenue Adjustments: \$963,227

Realignment revenue has been increased \$2,114,942 based on actual receipts, federal funding has been increased \$968,793 due to an increase in state reimbursement rates and Third Party Insurance has increased based on current activities \$727,569. These increases have been offset by reductions in school-based funding (AB 3632) and other miscellaneous revenue reductions of \$2,848,077.

Mental Health Adult Services (6140P)

Program Outcome Statement

Increase the percentage of consumers attaining wellness/recovery goals

Services Provided

BHRS for Adults and Older Adults includes outreach, assessment, mental health services, linkage to needed health care services, case management, medication and medication support, supported employment and education, socialization and self help. Services are provided to almost 10,000 residents annually. Psychiatric emergency and inpatient services are provided for people in crisis, residential and supported housing alternatives are provided for the most vulnerable, and services are provided to clients with Criminal Justice Realignment eligibility. Services are co-located with primary care and are offered through specialty mental health teams for those who have greater needs.

Program Results

The goals of BHRS for Adults and Older Adults are individual recovery, improved well-being and quality of life, and independent living in the community for adults who suffer from serious mental illness. The services have been shown to improve functioning and stability and avoid unnecessary hospitalization, arrests and other negative outcomes such as homelessness. Mental Health Services Act funded Full Service Partnerships that “do whatever it takes” to keep their clients living safely in the community have contributed to these results. The focus is on promoting healthy outcomes, keeping clients engaged in meaningful activities and promoting their safety and well-being. It is expected in FY 2012-13 that 90% of clients surveyed will indicate they have benefited from services, and that only four clients will have five or more inpatient stays. Funding for these services will include Coverage Initiative revenue for Access and Care for Everyone (ACE) enrolled clients.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of customer survey respondents indicating they have benefitted from mental health treatments	90%	95%	90%
Number of clients with five or more inpatient stays	4	4	4

Mental Health Adult Services (6140P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	157.0	162.0	163.0	166.0	3.0
Funded FTE	147.8	151.8	152.0	157.2	5.2
Total Requirements	68,455,146	61,931,040	65,706,262	64,658,003	(1,048,259)
Total Sources	59,256,323	54,267,306	57,604,649	55,153,926	(2,450,723)
Net County Cost	9,198,823	7,663,734	8,101,613	9,504,077	1,402,464

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

1. Position Changes and Adjustments in Salaries and Benefits: \$451,727

Increase in costs resulting from adjustments in benefits costs and transfers of positions across programs to better align staffing level to service needs. Changes include two positions transferred from Child/Youth Services; two positions transferred from Alcohol and Other Drug Services (AOD); and one position transferred to Child/Youth Services. There is no net fiscal impact to the department for the position transfers.

2. Increase in State Hospitals \$759,445

Projected increases in client placements and State Hospital rates.

3. Contracted Services Costs: (\$1,893,358)

Decrease in contract costs based on projected service levels, which include reduction in long term placements.

4. Pharmaceutical, Laboratory Service Costs and Miscellaneous Reductions: (\$722,017)

Clinical pharmacy and laboratory services expenses reduced by \$366,073 based on current demand. Revenue was also decreased \$355,944 due to the transfer of pharmacy services to the Health Plan of San Mateo.

5. Miscellaneous Revenue Adjustments: (\$803,769)

1991 Realignment has been reduced by \$1,669,854 which has been distributed to other program areas based on program needs. Third Party Reimbursement of \$2,348,517 and Medicaid Expansion Coverage (MCE) of \$343,133 have been reduced based on actual billing activity. These reductions have been offset by increases in 2011 Realignment of \$1,211,329 and \$2,346,406 in other federal funding.

6. Fund Balance Reduction: \$1,291,010

Fund Balance was reduced by one-time use of Reserves (\$1,291,010).

Alcohol and Other Drug Services (6170P)

Program Outcome Statement

Prevent and treat substance use and abuse

Services Provided

Alcohol and Other Drug Services (AOD) provides substance use prevention, treatment, case management, and recovery services to individuals and families. AOD will provide treatment to 3,050 individuals in FY 2012-13. Based upon state and national prevalence rates it is estimated that AOD will serve 12% of individuals needing services in San Mateo County. Individuals who do not receive treatment through the County may receive services funded through private insurance or may find recovery through non-clinical support. Treatment services are provided by 14 community-based providers who deliver outpatient, detoxification, day treatment, residential treatment, and narcotic replacement therapy under contract and oversight by AOD. Services are provided to Criminal Justice Realignment eligible clients, and to high risk individuals discharged from jail that are eligible under the County's Achieve 180 grant. 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 ensures regulatory compliance, contract oversight and accountability, quality assurance, and best practice implementation.

Program Results

AOD supports community partnerships to reduce the use, abuse, and impact of alcohol and drug related problems in our communities through coordinated prevention efforts. Seven communities in San Mateo County have prevention partnerships which aim to reduce 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 2010-11.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of clients referred to treatment programs who are subsequently admitted	91%	90%	90%
Percent of clients who successfully complete alcohol and drug treatment services	65%	65%	65%

Alcohol and Other Drug Services (6170P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	30.0	29.0	28.0	25.0	(3.0)
Funded FTE	30.0	27.4	26.4	23.5	(2.9)
Total Requirements	16,599,442	15,526,808	17,041,666	17,683,595	641,929
Total Sources	11,602,658	10,473,582	12,093,304	12,572,159	478,855
Net County Cost	4,996,784	5,053,226	4,948,362	5,111,436	163,074

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

1. Position Changes and Adjustments in Salaries and Benefits: (\$359,531)

Decrease in costs resulting from adjustments in benefits costs and transfers of positions across programs to better align staffing level to service needs. One position was transferred in from Child/Youth Services; transfer out of two positions to Compliance, Quality Assurance and Administration; and transfer out of two positions to Adult/Older Adult Services. There is no net fiscal impact to the department for the position transfers.

2. Contracted Services Costs and Miscellaneous Changes: \$1,001,460

Contract treatment services are expected to increase due to an increased CalWORKS allocation and additional funding from the Medicaid Coverage Expansion (MCE) program.

3. Reinstatement of Bay Area Services Network (BASN) and CalWORKs Funds: \$412,370

BASN and CalWORKs funding has been restored per the State budget.

4. Increase of Mental Health Services Act (MHSA) funding \$260,185

Allocated funds for additional MHSA Prevention and Early Intervention services pursuant to MHSA funding restrictions.

5. Reentry Grant: \$65,554

Increase in Federal Re-entry grant.

6. Fund Balance Reduction: (\$293,292)

Fund Balance was reduced by one-time use of Reserves (\$95,000) and \$198,292 one time expense related to the re-entry grant.

Public Health (6200B)

Program Outcome Statement

Prevent, monitor and treat communicable diseases

Services Provided

Public Health (PH) works to prevent, monitor the incidence and location of, and treat people afflicted with contagious diseases. Diseases include flu viruses, HIV, sexually transmitted diseases (STDs) and tuberculosis. PH operates a public health laboratory that performs tests for these and other diseases. PH provides health care services to people through the Edison Clinic at the San Mateo Medical Center, which treats people with HIV, STDs, and infectious disease, and the Mobile Clinic, which provides health care to homeless and low-income uninsured patients. PH also prepares for disaster response, provides animal control and care and certifies birth and death records.

Public Health had approximately 220,000 service contacts including 75,000 lab tests performed; 3,600 homeless clients served through the Mobile Clinic; 1,500 clients served in the STD/HIV clinic; 2,200 contacts made regarding TB including 240 new immigrants screened; 7,000 people participated in public health bioterrorism, influenza and/or biological agents events, exercises or drills; 4,600 deaths and 5,400 births registered; 35,000 animal licenses issued and 4,000 animals adopted. Additionally, approximately 9,000 calls linked community members to care.

Program Results

Public Health investigates and analyzes communicable diseases and other health problems to ensure that control, treatment, and prevention measures are taken in order to prevent disease and protect community health. A major component of PH's work is to treat people with HIV to stabilize their health by reducing or maintaining their viral load. The HIV viral load measures the amount of active HIV in the blood of someone who is HIV positive, and also indicates whether or not a medication regimen is working. Unfortunately, current therapies cannot completely remove HIV from the body; however the goal of primary medical care is to maintain or decrease HIV numbers to below the detectable range of less than 50. The viral load test is a quantitative measurement of copies of HIV nucleic acid (RNA) in a milliliter (mL) of blood. Knowing the level of viral load helps to monitor the status of HIV disease, guide recommendations for therapy, and predict the future course of HIV disease in the patient. Evidence shows that keeping the viral load levels as low as possible for as long as possible decreases the complications of HIV disease; slows the progression from HIV infection to AIDS; prolongs life; and reduces the potential for transmission. Currently, a viral load of less than 50 copies/mL is termed undetectable.

The deletion of the Physician Assistant position will increase patient responsibilities of the remaining providers and will increase patient wait times by three to seven days. The deletion of the Deputy Health Officer will reduce support to the County Health Officer, support to the Health Diversity Initiative, and time available to advise the Epidemiologists. The deletion of the administrative staff will reduce administrative support in the PH Lab and Public Health in general.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Patients with HIV who receive primary medical care through Public Health that have a HIV viral load of <50	78%	75%	75%
Percent of Public Health customer survey respondents rating services good or better	94%	90%	90%

Public Health (6200B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	94.0	95.0	91.0	86.0	(5.0)
Funded FTE	93.8	91.9	88.8	85.0	(3.8)
Total Requirements	24,442,627	23,544,378	23,941,314	23,396,805	(544,509)
Total Sources	20,116,070	19,274,358	19,740,785	19,124,875	(615,910)
Net County Cost	4,326,557	4,270,020	4,200,529	4,271,930	71,401

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Eliminations to Due to Declining Revenue: (\$675,668)

One Medical Office Assistant II-Y, one Office Specialist, one Community Worker II, one Physician Assistant and a half-time Deputy Health Officer are being deleted to address declines in revenue.

2. Oversight of Vector Related Disease: \$111,174

Net County Cost is being transferred from Environmental Health so that Public Health can assume responsibility for investigation and oversight of vector related diseases such as Lyme Disease and West Nile Virus. A Communicable Disease Investigator will be added to staff this program.

3. Use of Reserves: \$671,372

One-time use of Reserves has been appropriated to cover a Federally Qualified Health Center (FQHC) audit payment. The Mobile Clinic and other Public Health Clinics are FQHCs, and based on a finalized 2005 and 2006 audit, were overpaid for those years and need to refund the overpayment. The UC Co-op is utilizing Reserves to minimize program reductions.

Family Health Services (6240B)

Program Outcome Statement

Improve the health of children, families and communities

Services Provided

FHS provides services to over 30,000 low-income children annually. FHS conducts approximately 24,000 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 connects approximately 1,900 children with severe disabilities to medical services and provides physical and occupational therapy. Parenting classes, parenting support groups, and nutrition education clinics are also offered. FHS collaborates with community organizations, leads group efforts to improve community health, responds to disasters and staffs immunization clinics. Programs include Prenatal-to-Three, California Children's Services, Child Health and Disability Services, Adolescent Family Life Program, Black Infant Health, Maternal and Child Adolescent Health, Chronic Disease and Injury Prevention, and Women Infant and Children Program (WIC).

Program Results

Family Health Services (FHS) improves the health of low-income children and helps to eliminate health disparities by intervening early in their lives. Eighty-five percent of newborns seen by Women, Infants, and Children (WIC) program are breastfed. The current performance level of 85% 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. The immunization rate for low-income children in San Mateo County is 82%, surpassing the Healthy People 2010 goal of 80%. The consensus in the health community is that 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 mortality. The federal benchmark for breastfeeding will remain 82%, however, the benchmark for immunization has been increased to 90% achievement for Healthy People 2020.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of infants served who are breast fed	85%	85%	85%
Percent of low-income children up-to-date on immunizations at age two	82%	87%	90%

Family Health Services (6240B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	176.0	177.0	172.0	172.0	
Funded FTE	166.0	165.9	159.4	164.0	4.6
Total Requirements	25,127,618	25,975,411	26,691,720	26,846,594	154,874
Total Sources	18,149,854	18,725,357	19,297,395	19,099,785	(197,610)
Net County Cost	6,977,764	7,250,054	7,394,325	7,746,809	352,484

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Use of Reserves: \$504,000

Reserves in the amount of \$504,000 are being used to minimize program reductions.

Correctional Health Services (6300B)

Program Outcome Statement

Improve the health of children/adults in custody

Services Provided

Correctional Health Services (CHS) provides approximately 60,000 medical screenings, physician/nurse visits, and dental screenings to all adult and youths in custody at seven correctional facilities annually, serving an average daily population of approximately 1,100 adults and 135 youth. Services for adults include health screenings for infectious / chronic diseases, initial assessments and plan of care development, medical and mental health care, crisis intervention, substance abuse treatment services, and meal planning and nutritional services. CHS provides comprehensive health services for youth including initial health assessments, screenings and treatment for communicable, chronic and acute illnesses, referrals for mental health assessment, preventive care including vaccinations and health education, dental care, obstetrics, and meal and nutritional services. CHS identifies and provides basic mental health services to 2,600 mentally ill adults. The Choices Program provides intensive chemical dependency treatment to 1,500 inmates annually in a therapeutic community. Services for adults are provided at Maguire Correctional Facility (MCF), the Women's Correctional Center (WCC), and the Medium Security Transition Facility (MSTF). Services for juveniles are provided at the Youth Services Center (YSC), Margaret J. Kemp Camp for Girls, Camp Glenwood, and Canyon Oaks.

Program Results

Correctional Health Services improves the health of children and adults in custody. CHS expects that 99% of offenders will receive timely medical histories and physicals upon intake, in compliance with State Corrections regulations. From this initial assessment, a plan of care is initiated that ensures that inmates receive appropriate medical treatment for current and ongoing health issues to improve their health.

It is anticipated that the percentage of adults identified as having mental illnesses who will engage in treatment by receiving medications as a result of intervention by staff will remain at 41% due to current limited mental health funding.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of offenders receiving timely medical histories and physicals	99%	98%	98%
Percent of mentally ill inmates engaging in treatment by receiving medications	41%	41%	41%

Correctional Health Services (6300B) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	93.0	90.0	88.0	87.0	(1.0)
Funded FTE	90.4	85.8	84.2	83.1	(1.2)
Total Requirements	8,051,496	9,640,414	9,576,530	9,915,325	338,795
Total Sources	1,520,799	1,306,576	2,202,374	2,541,169	338,795
Net County Cost	6,530,697	8,333,838	7,374,156	7,374,156	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Eliminations to Address Structural Deficit: (\$164,434)

One vacant Medical Office Assistant II and one filled Medical Office Specialist have been deleted to address the budget target and align administrative support levels with programmatic needs. There will be minimal impact to services as a result of this change.

2. Inmate Discharge Planning: \$127,301

One Marriage and Family Therapist II (MFT II) has been added to assist inmates in discharge planning before release into the community. The MFT II will complete needs assessments of inmates and connect them to community resources upon discharge.

3. Electronic Medical Record Project: \$437,400

An elimination of one-time Intrafund Transfers for costs associated with Correctional Health's Electronic Medical Record project.

San Mateo Medical Center (6600B)

Program Outcome Statement

Open doors to excellence in healthcare

Services Provided

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, and long-term care facilities in San Mateo and Burlingame.

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 2,600 patients (9,855 inpatient days). The Medical Center also provides 40,000 emergency visits and 2,400 hours of infusion procedures.

In addition to the acute care hospital, the Medical Center operates 10 clinics throughout the County that provide primary healthcare and preventive services. Through these clinics, the Medical Center will treat 58,000 unique patients for a total of 251,000 clinic visits, including 71,000 pediatric visits, 20,000 OB/GYN visits, 15,000 senior care visits, and 14,000 dental visits.

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 2,900 psychiatric evaluations in the psychiatric emergency unit, and care for 730 patients on the inpatient psychiatric unit for a total of 8,000 inpatient psychiatric days.

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 at the hospital and Burlingame Long Term Care (BLTC). Together, these two facilities have a combined licensed occupancy of 375 beds. Both campuses provide skilled rehabilitation, creative arts and recreation therapy, skilled nursing, end-of-life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy. The Medical Center will provide 340 patients with 39,000 days of 24/7 care.

Program Results

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 meet the extensive milestones required by the Medi-Cal Waiver and federal requirements for the meaningful use of electronic medical records, and to prepare for health care reform. 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.

The Medical Center will purchase up to two digital mammography units to provide patients with current community practice standards and ensure compliance with federal and state requirements for accreditation. In addition, the Medical Center capital fund will help implement an electronic medical record system that is capable of being shared across different health care settings.

On June 30, 2013 the Medical Center will close Burlingame Long Term Care and the census will gradually decline at the facility as residents are placed either at the hospital or at other placements. The cost per adjusted patient day is expected to increase for FY 2012-13 as the transition for Burlingame Long Term Care is implemented.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percentage of staff that understand how their work fits into the organizational goals	83%	85%	90%
Cost per adjusted patient day	\$896	\$807	\$1,360
Percent of annual quality assessment/improvement plans meeting targets	69%	75%	80%
Percent of customer survey respondents rating services good or better:			
Patient care services	85.4%	86.7%	85.0%
Psychiatry Services	80.8%	85.2%	85.0%
Ancillary and Support Services	92.8%	96.0%	95.0%
Long Term Care - 1A	N/A	89.5%	85.0%
Placement of all BLTC residents in other placements by the end of the fiscal year	N/A	N/A	100%
Cycle time in primary care clinics (in minutes)	67.4 min	65.0 min	65.0 min

San Mateo Medical Center (6600B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	1,234.0	1,227.0	1,194.0	978.0	(216.0)
Funded FTE	1,123.7	1,112.2	1,098.5	908.4	(190.2)
Total Requirements	244,220,929	267,399,276	276,402,331	258,759,182	(17,643,149)
Total Sources	244,220,929	267,399,276	276,402,331	258,759,182	(17,643,149)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Closure of Burlingame Long Term Care: (\$24,998,278)

Closure of BLTC will result in the deletion of 200 positions, 28 located in the ancillary services unit, and 172 in the long term care units. Patients will be discharged over a 15 month period starting April 2012 in equal numbers each month, with corresponding position eliminations. Staffing levels will be maintained to meet state requirements and provide adequate care to patients. This is a one time increase in Net County Cost.

2. Medical Coverage Expansion: \$6,353,056

The Medical Center will receive additional program revenues through a change in the federal claiming mechanism brought about by the Medi-Cal Coverage Expansion program.

3. Revenue Cycle Improvements: \$5,899,995

The Medical Center will implement revenue cycle improvements to increase the speed with which bills are sent out, improve the accuracy of the bills, and respond more effectively to denials of bills. Cumulatively, these improvements will result in increased revenue.

4. Operational and Supply Contracts: (\$1,868,611)

The implementation of the MedAssets General Purchasing Organization contract and Cadeuceus Materials Management System will result in purchasing efficiencies (e.g., by limiting selections to generic products or to items with volume discounts) at the Medical Center and cost savings in services and supplies.

5. Increasing Clinic Visits: \$1,655,437

The Medical Center will improve the scheduling process for patients to decrease the percentage of patients who do not appear for their scheduled appointments from 11% to 7%. To support this, staff will be transferred to the Patient Access Unit to implement a call center. The call center will increase the efficiency and accuracy of the appointment and registration processes. Reducing missed appointments will result in more patient visits at clinics and increased revenue.

6. Labor Reductions and Position Changes: (\$2,711,114)

In order to meet the budget, the Medical Center is reducing Extra Help, Overtime and Registry expenses with minimal impact on service delivery. In addition, it will delete 13 vacant positions, including a Medical Office Assistant, an

Administrative Assistant II, a Charge Nurse, a Medical Surgery Nurse, a Psychiatric Nurse, a Crisis Team Technician, a Medical Service Assistant II, three Patient Service Assistant IIs, and three Ambulatory Care Nurses. Six filled positions will also be deleted, including a Fiscal Office Assistant, a Patient Service Specialist, three Patient Service Assistants, and a Lead Patient Service Assistant. In addition, an Office Specialist and a half-time Staff Physician are added.

7. Reduction of Capital Budget (\$866,480)

The Medical Center has reduced capital expenses to meet the budget target.

Contributions to Medical Center (5850B)

Program Outcome Statement

Improve health for uninsured, low-income residents

Services Provided

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 and public health services to the indigent. The Contribution is made up of three components: Intergovernmental Transfers (IGT) to the State for SMMC and the Health Plan of San Mateo (HPSM) to qualify for matching State Medi-Cal reimbursement; 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.

Program Results

San Mateo Medical Center includes a 228-bed acute and long-term care hospital, 10 clinics and the 281-bed Burlingame Long Term Care skilled nursing facility. SMMC is the County's safety net hospital and medical care provider, serving over 75,000 patients annually. The Emergency Room services over 24,500 patients annually.

The contribution portion for the ACE Program is \$25,000,000 which is anticipated to have over 24,500 patients enrolled in FY 2012-13. The contribution portion for the Intergovernmental Transfers is \$26,750,000 which is anticipated to serve approximately 35,000 Medi-Cal patients. The balance of the contribution, \$23,431,684 supports additional indigent care provided by the Emergency Room and other facilities within SMMC. This includes \$17,140,652 in one-time funds for FY 2012-13 to cover costs associated with the closure of the Burlingame Long Term Care facility by June 30, 2013.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of individuals enrolled in Access and Care for Everyone coverage programs	27,182	29,000	29,500
Number of Medi-Cal recipients and uninsured patients treated at San Mateo Medical Center	34,699	34,694	35,000

Contributions to Medical Center (5850B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	66,570,454	64,453,813	57,498,946	75,181,684	17,682,738
Total Sources	17,930,105	18,123,584	16,246,123	16,246,123	
Net County Cost	48,640,349	46,330,229	41,252,823	58,935,561	17,682,738

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Closure of Burlingame Long Term Care Facility: \$17,140,652**

One-time funds for FY 2012-13 have been included to cover costs associated with the closure of the Burlingame Long Term Care facility by June 30, 2013.

2. **Increase in Medi-Cal Waiver IGT - County Share: \$2,126,000**

Changes to the calculation of the Medi-Cal Waiver IGT formula resulted in an increase of the IGT and associated increase in overall claiming. The IGT for FY 2011-12 was a conservative estimate due to the uncertainty of the new Medi-Cal waiver formula.

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

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	326,850	353,260	262,000	221,000	(41,000)
Intergovernmental Revenues	7,688,591	5,722,162	6,096,000	5,805,000	(291,000)
Miscellaneous Revenue	209,282	432,569			
Total Revenue	8,224,723	6,507,991	6,358,000	6,026,000	(332,000)
Fund Balance	32,558,985	31,624,095	26,631,806	22,268,402	(4,363,404)
TOTAL SOURCES	40,783,708	38,132,086	32,989,806	28,294,402	(4,695,404)
REQUIREMENTS					
Salaries and Benefits	1,062,284	1,246,466	1,319,843	1,228,786	(91,057)
Services and Supplies	471,665	683,359	589,500	900,000	310,500
Other Charges	7,625,846	9,570,455	24,649,796	8,064,999	(16,584,797)
Net Appropriations	9,159,796	11,500,280	26,559,139	10,193,785	(16,365,354)
Non-General Fund Reserves	31,623,912	26,631,806	6,430,667	18,100,617	11,669,950
TOTAL REQUIREMENTS	40,783,708	38,132,086	32,989,806	28,294,402	(4,695,404)
AUTHORIZED POSITIONS					
Salary Resolution	12.0	12.0	12.0	10.0	(2.0)
Funded FTE	10.8	10.8	10.8	10.1	(0.7)

First 5 San Mateo County (1950B)

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.

Mandated Services

- 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 through Bilingual supports and Text Book Loan Program, Peer Mentoring, Staff Leadership and Development
- School Readiness and Transition to Kindergarten - Summer Bridge Pre-School Program, Articulation and Alignment between Infant /Toddler, Preschool programs and Kindergarten through 3rd grade programs
- Health Access and Utilization - Insurance eligibility, screening, enrollment and premiums, Medical Case Management/Patient Advocacy, Oral Health Screening and Treatment, parent and provider education
- Early Identification of Children with Special Needs - Development Screening and Linkages to Services and Resources, Provider Trainings on Developmental Screening and Working with Children with Special Needs
- Prenatal and Newborn Home Visiting for low income families
- Intensive Support for High Risk Families - Home Visiting, Care Coordination, Supports Addressing Trauma, Mental Health, and Substance Abuse
- Parent Education and Supports - Supports Groups, Parent and Child Play Groups, Parent Engagement Workshop Series and Training
- Engage and Support Community Advisory Bodies to Inform Policy Decisions - First 5 San Mateo County Commission, Bay Area First 5 Regional Group, Peninsula Leadership Council, Child Care Partnership Council, Coordinated Response Committee of Domestic Violence, Children's Collaborative Action Team (CCAT) - Steering, Children's Data Team, Tobacco Education Coalition, Asthma Coalition, Bay Area Funders Group and SMC Youth Commission

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Intergovernmental Revenue

- Decrease in Tobacco Tax revenue: (\$291,000)

Salaries and Benefits

- Decrease primarily due to the elimination of three positions and the addition of one position: (\$95,107)

Other Charges

- Decrease due to the overturn of AB 99 in the courts and reallocation of other charges to reserves: (\$15,500,000)

Major Accomplishments in FY 2011-12

After six months of intensive services (Home Visiting or Care Coordination), families served by First 5 San Mateo County (F5SMC) funded programs are less likely to report trouble dealing with Depression

After six months of intensive services (Home Visiting or Care Coordination), families served by F5SMC funded programs are more likely to report that they can get the services their family needs, report an improved understanding

of child development, be confident in their ability to guide their child's behavior, be confident in their ability to help their child learn and be confident in their ability to keep their child healthy, read to their children

F5SMC's multi-faceted School Readiness initiative supports all stakeholders in children's readiness to succeed in school; one key systems change intervention aims to connect early childhood education with public elementary schools to improve the transition into kindergarten. This program has been recognized nationally.

In order to support children with special needs, F5SMC is implementing a successful pilot program whereby children who are screened at SMC Fair Oaks clinic can receive further assessment from Lucile Packard Children 's Hospital Staff in an expedite time framework.

Virtual Pre-Kindergarten program is a family engagement program to strengthen the family, child school connection. In order to make it accessible to all SMC residents, Virtual Pre-K Education Kits are available in through the SMC public Library System

Changes, Challenges, and How to Measure Success in FY 2012-13

First 5 San Mateo County's budget for FY 2012-13 includes a 5% reduction in tobacco tax revenue in addition to a 7% reduction in total appropriations compared to the FY 2011-12 budget. The shortfall between anticipated revenue and appropriations, amounting to \$4 million, will be addressed by spending down the Commission's fund balance. In FY 2011-12 \$5.6 million in reserves is projected to offset the shortfall.

The main challenge F5SMC faces is maintaining a level of funding for grants while tobacco tax revenue continues to decline. In addition, many programs for young children countywide will experience drastic cuts based on the Governor's budget which impacts not only current First 5 grantees but children's services in general.

F5SMC will continue to partner with local, county and state leaders to explore collaborative opportunities that can be implemented to ensure that the infrastructure for children's services is sustained. F5SMC will continue to utilize reserves to sustain current grantees as outlined in its six-year financial plan.

Through F5SMC's comprehensive evaluation, F5SMC will be able to analyze the collected data to ensure that the investments in the community are meeting the goals and objectives of the First 5 San Mateo County Strategic Plan and the community needs.

First 5 San Mateo County (1950B)

Program Outcome Statement

Fund and implement early childhood development, health care, parent education and other programs that improve services for children from prenatal stage through age five and their families

Services Provided

First 5 San Mateo County (F5SMC) provides services to children 0-5 and their families. Some of the services that F5SMC provides are: Program Quality enhancement, workforce development; facility renovation or expansion; kindergarten transition programs; health access and utilization; early identification of children with special needs; prenatal and newborn home visiting; intensive support for high risk families; parent education & support; community education; early childhood advocacy & policy development; and facilitate community partnerships and collaborative efforts.

Program Results

In fiscal year 2010-11, F5SMC programs served 19,676 individuals (unduplicated count), including 9,055 children, 7,894 parents/guardians, and 2,727 providers. First 5 San Mateo County and partners distributed 6,850 Kits for New Parents in fiscal year 2010-11.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Total expenditures	\$11,360,785	\$10,795,296	\$10,795,296
Total number of children served	9,055	9,000	9,000

First 5 San Mateo County (1950B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	12.0	12.0	12.0	10.0	(2.0)
Funded FTE	10.8	10.8	10.8	10.1	(0.7)
Total Requirements	40,783,708	38,132,086	32,989,806	28,294,402	(4,695,404)
Total Sources	40,783,708	38,132,086	32,989,806	28,294,402	(4,695,404)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Tobacco Tax Revenue Declines: (\$291,000)**

First 5 San Mateo County revenue has decreased due to declines in Tobacco Tax.

2. **AB 99 Overturn: (\$15,500,000)**

The courts upheld the overturn of AB 99, which would have resulted in a state sweep of First 5 reserves had the measure not been overturned. First 5 San Mateo County had previously designed \$15,500,000 in reserves as payment to the state; these funds are now re-designated as reserves.

3. **Reserves Used to Meet Net County Cost Target: \$3,830,050**

Reserves are being used to meet budget targets in order to maintain funding for grantees.

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PROSPEROUS COMMUNITY

OUR ECONOMIC STRATEGY FOSTERS
INNOVATION IN ALL SECTORS,
CREATES JOBS, BUILDS COMMUNITY
AND EDUCATIONAL OPPORTUNITIES
FOR ALL RESIDENTS.

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



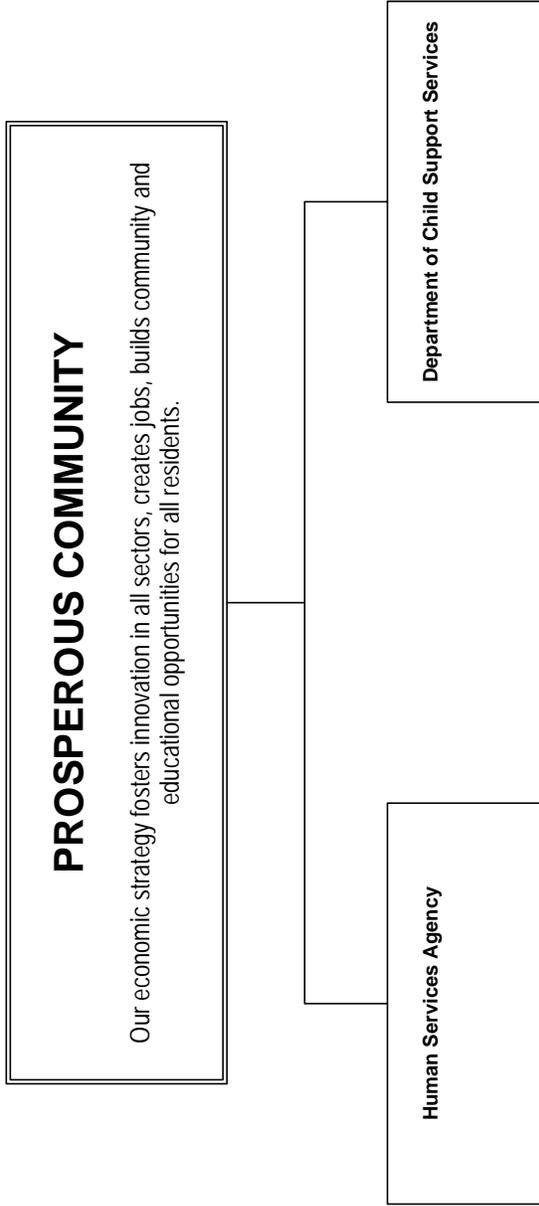
Environmentally Conscious Community

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



Collaborative Community

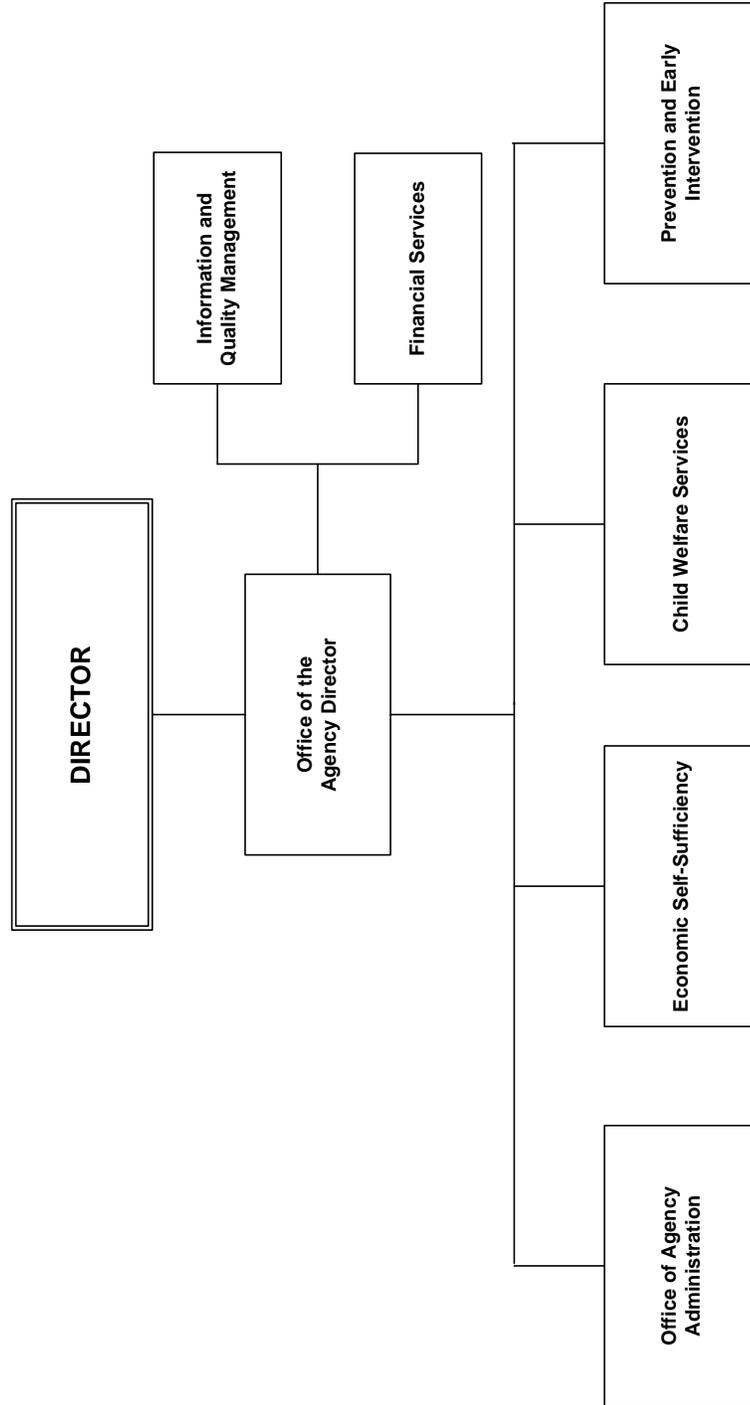
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Prosperous Community
FY 2012-13 All Funds Summary

Total Requirements	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
General Fund Budgets					
Human Services Agency	172,178,662	175,682,363	184,037,254	180,243,864	(3,793,390)
Department of Child Support Services	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
Total General Fund	183,505,642	187,074,464	195,938,490	191,976,839	(3,961,651)
Total Requirements	183,505,642	187,074,464	195,938,490	191,976,839	(3,961,651)
Total Sources	154,475,761	157,054,923	166,515,692	162,208,366	(4,307,326)
Net County Cost	29,029,880	30,019,541	29,422,798	29,768,473	345,675
AUTHORIZED POSITIONS					
Salary Resolution	870.0	823.0	792.0	794.0	2.0
Funded FTE	873.2	814.0	780.5	786.7	6.1

HUMAN SERVICES AGENCY



Human Services Agency (7000B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	130,412,590	133,376,985	144,665,784	141,032,362	(3,633,422)
Charges for Services	903,392	726,556	934,090	1,740,000	805,910
Interfund Revenue	50,973	34,577	36,000	36,000	
Miscellaneous Revenue	2,941,425	4,581,621	3,032,858	1,543,955	(1,488,903)
Total Revenue	134,308,380	138,719,739	148,668,732	144,352,317	(4,316,415)
Fund Balance	8,840,401	6,943,083	5,945,724	6,123,074	177,350
TOTAL SOURCES	143,148,781	145,662,822	154,614,456	150,475,391	(4,139,065)
REQUIREMENTS					
Salaries and Benefits	79,625,832	81,013,792	81,955,940	82,585,543	629,603
Services and Supplies	43,087,679	43,303,310	42,889,344	45,159,831	2,270,487
Other Charges	66,757,626	70,305,971	76,878,003	72,162,006	(4,715,997)
Fixed Assets	109,803	765	100,000	150,000	50,000
Other Financing Uses	244,843	292,936	293,032	293,032	
Gross Appropriations	189,825,783	194,916,774	202,116,319	200,350,412	(1,765,907)
Intrafund Transfers	(24,307,928)	(24,859,615)	(23,993,568)	(25,829,622)	(1,836,054)
Net Appropriations	165,517,855	170,057,159	178,122,751	174,520,790	(3,601,961)
Contingencies/Dept Reserves	6,660,807	5,625,204	5,914,503	5,723,074	(191,429)
TOTAL REQUIREMENTS	172,178,662	175,682,363	184,037,254	180,243,864	(3,793,390)
NET COUNTY COST	29,029,880	30,019,541	29,422,798	29,768,473	345,675
AUTHORIZED POSITIONS					
Salary Resolution	778.0	733.0	702.0	704.0	2.0
Funded FTE	782.5	724.7	691.3	697.5	6.2

Human Services Agency (7000D)

Department Mission Statement

The San Mateo County Human Services Agency assists individuals and families to achieve economic self-sufficiency, promotes community and family strength, and works to ensure child safety and well-being.

Mandated Services

Economic Self-Sufficiency

- Eligibility Determination for state, local and federal programs: Health insurance (Medi-Cal), 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 including foster care payments, case management, medical, psychiatric and supportive services for children and youth, temporary and permanent placements; foster care related services including home studies, licensing, support for foster youth age 18-21 through AB 12

SMC Works

- CalWORKs Employment and Supportive Services

Collaborative Community

- Child Care payments, Veterans Services and Re-entry Services (AB 109)

Discretionary Services

Economic Self-Sufficiency

- Enhanced eligibility services to low-income families and individuals including case management to meet the growing demand for services

Children and Family Services

- Receiving Home, Family Resource Centers, Independent Living Program, Emancipated Foster Youth Employment and Education Services, community-based prevention services

SMC Works

- Services to low-income parents including job search, preparation, referrals to work experience, community service, vocational training, adult education, Peninsula Works and other community job placement services
- Jobs for Youth, Vocational Rehabilitation Services, Academic Centers, and Science, Technology, Engineering and Math (STEM) programs

Community Capacity

- Enhanced Veterans Services, Safety Net Services (shelter, food, information and referral) through the Core Service Agencies, Homelessness Prevention, family and emergency shelters, transitional housing, Fatherhood Collaborative, Children's Fund, Domestic Violence prevention, Extraordinary Circumstances Fund

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Intergovernmental Revenue

- Decrease in Severely Emotionally Disturbed (AB 3632) program revenue: (\$4 million)

- Increase in Eligibility Determination revenue: \$1.8 million
- Decrease in Aid to Families with Dependent Children - Foster Care: (\$400,000)
- Decrease in revenue due to changes to cost-allocations across divisions: (\$1 million)

Miscellaneous Revenue

- Decrease in revenue for South Bay Recycling services (VRS) to due to reclassification for accounting purposes: (\$1.1 million)
- Decrease in Employment Development Department rental costs for Quarry Road space: (\$200,000)

Other charges

- Decrease in the Severely Emotionally Disturbed program due to State budget: (\$4 million)
- Decrease in Foster Care cases: (\$1 million)
- Decrease in CalWORKs cases: (\$450,000)
- Decrease in Child Care stage 1: (\$400,000)
- Increase in ISD and facility leases and rents: \$755,000

Intrafund Transfers

- Increase in Community Development Block Grant funds due to MOU with Housing: \$600,000
- Increase in intrafund transfers due to changes to cost allocations across divisions: \$800,000

Major Accomplishments in FY 2011-12

HSA achieved several strategic goals this year which have a broad community impact. In partnership with the Probation Department and the Health System, HSA developed Service Connect, a comprehensive service delivery model which provides immediate services to formerly incarcerated individuals who are returning to the county under the provisions of AB 109 Criminal Justice Realignment. The goals of this project are to reduce recidivism through prevention, treatment and self-sufficiency strategies. In its first year, this effort focused on stabilizing the re-entry population that is referred to Service Connect.

This year HSA also implemented AB 12, Fostering Connections to Success, which extends foster care through the age of 21 for youth who participate in housing, education and employment services. This program builds on the county's already strong aftercare program for foster youth.

HSA continued to meet the changing needs of jobseekers by expanding and rescaling its employment services. SMC Works Employment Services connected with 19,000 job seekers through multiple channels including Job Hunter Boot Camps, T.O.O.L.S. tent employment services events (held in English and Spanish), and PeninsulaWorks One-Stop Career Centers.

In the critical area of food security, HSA increased CalFresh enrollment by 32% through enhanced technology, marketing and service collaborations.

Lastly, one of HSA's major accomplishments of the year was the completion of a multi-phase technology initiative that improved phone and task management systems, made benefit applications available online (www.benefitscalwin.org) and implemented office imaging.

Changes, Challenges, and How to Measure Success in FY 2012-13

The coming year presents a number of changes and challenges in which a growing number of county residents will turn to HSA for a wide array of services that meet their needs and aspirations.

To ensure that the agency maintains its current level of excellent programming and administrative standards, HSA is pursuing re-accreditation through both the Council on Accreditation (COA) and the Commission on Accreditation of

Rehabilitation Facilities (CARF). As a result of this rigorous process, twelve program areas will implement new evidence-based standards, ensuring that HSA's programs and services meet evolving best practices. HSA's VRS division is accredited by CARF; the rest of the agency is accredited by COA, an effort that was initiated as part of a response to a 2003 Civil Grand Jury recommendation. Since achieving accreditation, HSA's quality improvement practices, training, case management, cultural competency and administrative practices have all improved, to the direct benefit of over 90,000 county residents.

In anticipation of the Affordable Care Act, HSA is preparing for the rapid influx of upwards of 60,000 new customers seeking health insurance eligibility services. In order to meet this demand, HSA is redesigning its service delivery system to increase capacity and engage customers. This initiative will include developing multiple service access channels, improving back-office operations and ensuring the efficient processing of applications and renewals. HSA is also upgrading its lobbies to improve accessibility and increase self-help options. In all of these efforts, technology is being leveraged to scale operations and improve service quality. Successful redesign will contribute to an increase in the number of county residents receiving health insurance and CalFresh.

SMC Works Employment Services will launch a tripartite business engagement strategy consisting of: a process improvement team to address sector hiring needs, new marketing and communications campaigns including a specialized toolkit for employers, and greater alignment with the Workforce Investment Board and its strategic plan. This initiative will position SMC Works as a premiere provider of workforce solutions in San Mateo County. As a result of this effort, the business community will receive tailored staffing services while jobseekers from CalWORKs, Vocational Rehabilitation Services and WIA will receive collaborative job development services. The success of this initiative will be demonstrated by an increase in the number of client placements and business job orders.

In its second year of implementation, Service Connect, the collaboration between the Probation Department, Health System and Human Services Agency, will serve approximately 340 formerly incarcerated individuals and will focus on critical areas that contribute to long-term reintegration such as employment, vocational training, housing stability, family reunification, mental health, alcohol and drug treatment and health services. These holistic services will build a foundation of self-sufficiency which will help to reduce recidivism in San Mateo County.

The Governor's proposed budget contains major cuts to the CalWORKs program which, after several years of reductions, would have a significant cumulative impact to low-income families. These reductions include significant cuts to the grant amounts and time allowed on assistance. Approximately 500 county families would be at risk of being converted to "child-only" cases, which would reduce the average grant for a family of three from \$680 a month to \$300. In addition, current child-only grants will decrease by 27 percent, leaving \$300 a month to raise a child. The \$1 million reduction to the county's allocation would significantly affect HSA's ability to provide supportive services such as child care to working families and would likely reduce staff support. To meet this challenge, HSA will continue to work with both the County Welfare Directors Association and California State Association of Counties to address and mitigate any reductions in services to low-income families.

Administration / Office of the Agency Director (7010P)

Program Outcome Statement

Efficiently manage and provide administrative support in the Agency

Services Provided

The Agency Administration and the Office of the Agency Director consists of units that provide administrative support to all program areas throughout the Agency. The services include budget monitoring, fiscal and claiming of 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 and fair hearings. The automation support unit provides support to over 50 state and agency mandated automation systems containing client data. In FY 2011-12, the unit will receive 9,500 service desk calls, and will resolve 68% of application incidents in less than two hours. The contracts team will process over 325 direct client service contracts, 95% of which will be completed on time. The fiscal division will leverage \$139 million in federal and state revenues in FY 2011-12.

Program Results

HSA maintains efficient administrative support throughout the Agency to deliver quality services. The automation support unit resolves application incidents quickly, minimizing disruptions to the workforce. The contracts team processes client service contracts in a timely matter to ensure minimal disruptions for service providers. The fiscal division leverages \$29 million of net county costs to receive \$139 million in federal and state revenues for operations. 68% of the IT application incidents reported to the automation support unit are resolved within two hours, minimizing disruptions to the workforce. To ensure that the Agency maintains its high level of programming and administrative standards, HSA is pursuing re-accreditation through the Council on Accreditation. The Agency was first accredited in 2008.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of IT application support incidents resolved in less than two hours	66%	68%	75%
Percent of direct client service contracts processed on time	93%	95%	95%

Administration / Office of the Agency Director (7010P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	108.0	98.0	90.0	91.0	1.0
Funded FTE	109.9	97.1	89.1	90.5	1.4
Total Requirements	8,094,323	5,626,177	4,789,857	4,616,419	(173,438)
Total Sources	9,907,867	5,227,268	4,789,857	4,616,419	(173,438)
Net County Cost	(1,813,544)	398,909			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Human Services Agency Lobby Redesign Project: \$425,000

This Redesign Project, in tandem with the Economic Self-Sufficiency Service Delivery Redesign, will provide clients with a friendly, positive and consistent customer experience when accessing services throughout the County. The Agency will ensure that each client receives the same high quality and seamless experience at each of the Agency's locations from start to finish. This client focused and operational efficiency will create a client service delivery system that is in line with the Agency's outcomes and goals for customer success.

2. Changes to Cost Allocation Across Divisions: (\$503,487)

There is a reduction in total requirements for this program due to changes in the cost allocation methodology for accounting purposes.

County Programs (7210P)

Program Outcome Statement

Improve economic self sufficiency for indigent adults

Services Provided

County Programs consists 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 \$295, with most of the grant designated for rent, utilities or food. The Agency will serve over 2,000 GA clients in FY 2011-12. 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. In FY 11-12, over 600 clients are expected to gain these valuable job-related skills through FSET.

Program Results

The Agency is experiencing a growing GA caseload during this prolonged economic downturn. There is an increase of 77% in total GA clients between December 2009 and December 2011. In FY 2011-12, 92% of GA applications will be processed within the standard for timeliness, ensuring clients will not experience long delays with their eligibility determination. The Agency will receive 6,500 applications for GA. Of those, nearly 2,000 individuals will receive GA benefits during FY 2011-12. As a result of the GA program, the indigent adult population will continue to have a safety net for financial assistance.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of GA applications that are processed within standards for timeliness	89%	92%	93%
Number of individuals participating in FSET	469	625	788

County Programs (7210P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	5,622,935	5,401,678	6,221,930	6,462,770	240,840
Total Sources	844,630	1,492,422	1,041,000	1,030,000	(11,000)
Net County Cost	4,778,304	3,909,256	5,180,930	5,432,770	251,840

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Increase in General Assistance: \$251,840**

An increase in Net County Cost has been allocated as a result of current caseload and anticipated growth in FY 2012-13.

Eligibility Determination (7220P)

Program Outcome Statement

Provide critical public assistance to vulnerable residents

Services Provided

The Economic Self Sufficiency (ESS) 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 Human Services Agency will process over 70,000 applications for public assistance in FY 2011-12 and provide benefits to nearly 104,000 individuals through various public assistance programs.

Program Results

ESS ensures basic assistance is given to the neediest families in San Mateo County. As a result of these services, 67,900 individuals will receive health insurance coverage including seniors, persons with disabilities and pregnant women. 31,133 individuals will receive CalFresh benefits, allowing them to purchase food. In FY 2011-12, 86% of public assistance applications will be processed within the standard for timeliness. HSA has been preparing to increase enrollment and retention in public assistance programs in response to the increase in applications from the economic downturn and in preparation for the Affordable Care Act in 2014. HSA will go live with the new service redesign in Fall 2012. This will allow clients to access public assistance programs anytime via the internet, phone, and kiosks at select locations.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of public assistance applications that are processed within standards for timeliness	80%	86%	90%
Number of individuals receiving CalFresh benefits	23,536	31,133	35,557

Eligibility Determination (7220P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	344.0	332.0	327.0	332.0	5.0
Funded FTE	342.0	328.3	323.4	328.8	5.4
Total Requirements	47,034,944	48,045,415	55,379,831	58,783,844	3,404,013
Total Sources	43,056,457	43,277,547	47,984,855	50,933,642	2,948,787
Net County Cost	3,978,486	4,767,868	7,394,976	7,850,202	455,226

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Economic Self-Sufficiency Service Delivery Redesign (ESS): \$1,078,098

The ESS redesign project will upgrade and standardize ESS business processes in anticipation of increasing demand. The effort focuses on improving client access to services through technology.

2. Addition of Fair Hearings Officer: \$95,386

Hearings Officers represent the County in State and County hearings for the following programs: CalWORKS, Food Stamps, Medi-Cal, Adoption Assistance, Foster Care, In Home Supportive Services, Child Care, and General Assistance. Hearings Officers review each hearing request, work with the claimant and line staff to resolve all issues, and if issues can not be resolved, the Hearings Officer must prepare the case for the hearing, represent the County, review the decision, and assure that the County complies with the outcomes of the hearing.

3. Position Changes to Reflect Changes in Agency Structure: \$714,778

Changes include: transfer of four positions from Employment Services. There is no net fiscal impact to the department.

4. Addition of Automation Charges: \$1,393,411

The additional charges are required for the first phase of service delivery redesign and for one-time projects. Redesign will enable the department to better meet the anticipated increased demand for services from the community.

Welfare Aid Payments (7240P)

Program Outcome Statement

Ensure public assistance to needy individuals

Services Provided

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 clients transition to self-sufficiency with employment development and supportive services. There are over 3,000 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.

CAPI is a state-funded program that provides monthly financial assistance to aged, blind, and disabled legal-residents who are ineligible for SSI/SSP due to their immigration status. In FY 2011-12, over 2,300 clients are expected to receive CAPI benefits.

Program Results

In FY 2011-12, 96% of CalWORKs applications will be processed within the standard for timeliness, ensuring families will not experience long delays for cash assistance. The Governor's proposed budget could potentially impact over 500 families in San Mateo County if the time limit from four years to two years is adopted. Currently, a family of three receives an average grant of \$680 per month to help meet basic needs of food, housing and other living expenses. The CalWORKs grant for a family of three that is failing to meet the work participation rate may be reduced by \$300 per month under the Governor's proposal. Families currently receiving child-only grants could have their grants decreased by 27 percent, or approximately \$100, leaving them with \$300 a month to raise a child.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of CalWORKs applications that are processed within standards for timeliness	93%	96%	96%
Number of clients applying for CalWORKs benefits	5,874	5,757	5,642

Welfare Aid Payments (7240P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	20,534,135	22,533,196	23,673,534	22,346,588	(1,326,946)
Total Sources	20,156,615	22,030,041	23,161,446	21,867,124	(1,294,322)
Net County Cost	377,520	503,155	512,088	479,464	(32,624)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Service Level and Caseload Changes: (\$1,326,946)**

Reductions have been made to reflect CalWORKS caseload projections for FY 2012-13, which are estimated to decrease by 3.67% or 51 cases. The average cost of a grant has also decreased by approximately \$29.00 per month. These grants are funded at 98% with state and federal revenues.

Workforce Investment (7310P)

Program Outcome Statement

Provide Federally Mandated Business and Employment Services

Services Provided

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-screening 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 to education, experience, and employment assistance for 14-21 year-olds, both in- and out-of-school.

Program Results

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, and enrolling in training opportunities. This year, the Workforce Investment Board secured funding for several projects to augment services for returning Veterans, and to address industry opportunities in other Science, Technology, Engineering and Math (STEM) occupations, health care, and energy efficiency. This funding includes the opportunity to allow 35 Veterans to enroll in a pre-engineering program at Canada College. Workforce Development has been reorganized under a new reporting structure between the Human Services Agency and the County Manager's Office to effectively coordinate economic development and workforce development activities.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of participants using Peninsula Works Center	14,408	13,500	13,500
Percent of WIA participants leaving services with employment	57%	59%	60%

Workforce Investment (7310P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	21.0	21.0	26.0	31.0	5.0
Funded FTE	21.0	21.0	24.1	30.9	6.9
Total Requirements	6,441,807	6,873,337	8,069,271	7,883,434	(185,837)
Total Sources	6,547,218	6,938,354	8,328,493	7,883,434	(445,059)
Net County Cost	(105,411)	(65,017)	(259,222)		259,222

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

1. Position Eliminations to Address Structural Deficit: (\$162,818)

Changes include transfer of five positions from Employment Services and transfer of one position from Vocational Rehabilitation Services. Offset with decreased extra help estimates.

Employment Services (7320P)

Program Outcome Statement

Increase employment/ education opportunities for children and adults

Services Provided

Employment Services consists of four programs that support youth and foster youth, and CalWORKs recipients. In FY 2011-12, Employment Services will serve 1,500 clients under CalWORKs. Eligible families receive employment services such as subsidized employment, educational and job support, transportation assistance, clothing and child care assistance. CalWORKs clients receive welfare-to-work employment related services to help them transition towards self sufficiency.

Jobs for Youth provides employment services such as job readiness training, paid internships and job placements for youth. The Jobs for Youth program will serve 1,600 youth in FY 2011-12. The Foster Youth Employment Services provide one-on-one assistance to former and current foster youth with education and employment services, and other resources during their transition from in-care to after-care. These services include assistance with college and financial aid applications, as well as job search and training programs. The Foster Youth Employment Services will serve 102 foster youth between the ages of 17 and 24 in FY 2011-12.

Also included in Employment Services are the Academic Programs. The Agency supports 54 after-school Academic Success Centers (located throughout the County) and the Science, Technology, Engineering and Math (STEM) programs, which recognizes innovative math and science educators. Over 3,000 students will be served in the Academic Centers in FY 2011-12.

Program Results

As a result of Employment Services programs, approximately 25% of the ready to work CalWORKS population will find meaningful subsidized and/or unsubsidized employment and 15% will enroll in certificate or education programs related to employment. In addition to serving 1,600 youth, Jobs for Youth will award over \$21,000 in scholarship grants to low-income youth. The work experience and scholarships will help prepare youth for future opportunities. As a result of the Foster Youth Employment Services, 78% of transition youth are planning to attend college and 83% of aftercare youth were employed and/or enrolled in college. As a result of the services provided in the Academic Centers, 74% of the students will see improvements in their grades. The STEM programs will continue to motivate teachers to introduce math and science to students.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of youth received services in Jobs for Youth	2,694	1,600	1,600
Improvement in Students' Grades (Homework Centers)	74%	74%	74%

Employment Services (7320P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	38.0	43.0	40.0	30.0	(10.0)
Funded FTE	36.9	42.4	38.9	29.7	(9.1)
Total Requirements	9,708,200	9,904,439	7,208,783	7,067,388	(141,395)
Total Sources	8,685,212	8,714,491	6,184,781	5,974,917	(209,864)
Net County Cost	1,022,989	1,189,948	1,024,002	1,092,471	68,469

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Changes to Reflect Changes in Agency Structure: \$94,784

Changes include transfer of five positions to Workforce Investment; transfer of four positions to Eligibility Determination; transfer of two positions to Vocational Rehabilitation Services; transfer of the AB109 program (2 positions) to Community Capacity; and transfer of the Jobs for Youth program (3 positions) from Community Capacity. There is no net fiscal impact to the department.

2. Program Related Cost Changes to Reflect Changes in Agency Structure: (\$374,726)

Total requirements have been reduced as a result of the transfer of the AB 109 and Jobs for Youth programs to Community Capacity.

Vocational Rehab Services (7330P)

Program Outcome Statement

Improve employment outcomes for individuals with disabilities/barriers to employment

Services Provided

Vocational Rehabilitation Services (VRS) provides hands-on work experience and training to those in need of soft and hard work skills. Participants are referred by General Assistance (GA), CalFresh, Behavioral Health and Recovery Services, Service Connect (AB 109), the Sheriff's Work Furlough Program and the State Department of Rehabilitation. Clients with disabilities/barriers to employment receive case management for career and benefits counseling, SSI/SSDI advocacy, vocational assessment, work adjustment, job training and placement and other employment services. VRS also began serving to the AB 109 re-entry population through Service Connect starting this fiscal year. In FY 2011-12, VRS will serve 700 clients with severe mental health disabilities and other significant barriers. For FY 2011-12, VRS catering will provide over 33,000 nutritious meals to Shelter Network, Telecare and the Youth Services Center. Over 280 Sheriff Work Furlough participants will have access to light duty work assignments.

Program Results

As a result of VRS, employers are able to hire work-ready residents with disabilities and access associated tax credit programs. Of the 700 clients with severe mental health disabilities, 110 individuals are expected to be placed in jobs. Through VRS food services, local businesses have access to a variety of catering services and VRS clients are able to receive training and work experience in food services. As a result of the opportunities at the workcenter, over 500 GA and CalFresh clients will access VRS for work experience and soft skills training.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Job placements for adults with severe disabilities and/or significant barriers to employment	96	110	110
Number of SSI/SSDI approvals (assisted disabled residents in attending SSI/SSDI)	127	140	150

Vocational Rehab Services (7330P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	33.0	32.0	32.0	33.0	1.0
Funded FTE	33.0	31.7	31.7	32.9	1.2
Total Requirements	4,133,837	3,720,639	4,556,486	4,409,662	(146,824)
Total Sources	2,683,708	2,564,992	3,641,953	3,401,795	(240,158)
Net County Cost	1,450,129	1,155,647	914,533	1,007,867	93,334

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Position Changes to Reflect Changes in Agency Structure: (\$170,270)**

Changes include transfer of two positions from Employment Services and transfer of one position to Workforce Investment. There is no net fiscal impact to the department.

Child Care Services (7360P)

Program Outcome Statement

Ensure child care subsidies to eligible children & families

Services Provided

The Child Care program provides subsidies and case management to low-income families to support parent's participation in employment, training, and/or education activities. Child Care also processes background fingerprinting clearance of non-relative child-care providers and oversees provider payment authorizations. For FY 2011-12, HSA will provide 613 children with child care payment assistance through Stage 1 Child Care funding. At-risk children and families in the Children and Family Services receive childcare and supportive services to ensure safety. California Alternative Payment Program (CAPP) funding will meet the child care needs of 175 children in Child Welfare Services in approved child care settings.

Program Results

Working families often struggle to make ends meet and, for many families, child care is out of reach because of the cost. Stage 1 Child Care funding helps families with immediate child care needs as the parent starts work and begins transitioning off welfare to work. In FY 2011-12, 67% of children that received Stage 1 childcare received it as a result of an employed parent on CalWORKs. By providing quality child care, the parent does not have to choose between going to work and staying home with their child. Families in active cases under Children and Family Services may receive child care assistance if the case is referred by a social worker to support family stabilization. There are often no other sources to provide subsidized child care for at-risk families receiving services in Child Welfare Services.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of at-risk children served through child care payment assistance in Child Welfare	126	175	225
Percent of children that received Stage 1 childcare as a result of an employed parent on CalWORKs	65%	67%	67%

Child Care Services (7360P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	9.0	9.0	7.0	7.0	
Funded FTE	9.0	9.0	7.0	7.0	
Total Requirements	6,550,318	6,202,933	7,056,016	7,252,912	196,896
Total Sources	6,337,541	5,613,199	6,979,439	7,151,603	172,164
Net County Cost	212,777	589,734	76,577	101,309	24,732

FY 2012-13 Program Funding Adjustments

There are no significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.

Children and Family Services (7420P)

Program Outcome Statement

Ensure safety, permanence and well-being of children

Services Provided

Children and Family Services (CFS) provide a broad range of mandated and non-mandated child protective services for children 0-21, their families and foster care providers. This includes investigating allegations of abuse or neglect, proceeding with court procedures, and providing reunification services to resolve issues to keep families together. In addition, CFS operates a 24-hour child abuse hotline, which is staffed 365 days a year.

In FY 2011-12, CFS will maintain 830 cases for family maintenance, adoptions, family reunification and permanent placement services and will receive 3,900 calls on the CPS hotline. The service levels will be maintained for FY 2012-13.

The Family Resource Centers (FRC) provide prevention and early intervention services, such as counseling, case management and consultation, at seven high-need schools. The Family Resource Centers will serve 1,400 families that are experiencing psycho-social issues and behavioral and emotional challenges. The FRCs will maintain the same service level in FY 2012-13.

Program Results

CFS protects and to promotes the welfare of children in San Mateo County. The 24-hour child abuse hotline receives reports of suspected child abuse and neglect. Trained social workers address or remedy the problems which may have caused the neglect or abuse. CPS ensures the safety and well being of children in San Mateo County. Family Resource Centers offer prevention services that help stabilize youth in school through counseling and help families obtain housing, food, health insurance and supportive counseling.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of phone calls received by the child abuse hotline	3,422	3,900	3,900
Number of families referred for counseling services to the Family Resource Centers	1,302	1,400	1,400

Children and Family Services (7420P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	179.0	161.0	150.0	157.0	7.0
Funded FTE	184.8	159.7	148.5	155.5	7.0
Total Requirements	34,323,110	35,434,412	32,199,979	33,153,253	953,274
Total Sources	23,547,960	25,389,539	24,321,950	24,321,829	(121)
Net County Cost	10,775,150	10,044,873	7,878,029	8,831,424	953,395

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Services Centralized Visitation Center: \$150,000

The need for a Centralized Visitation Center is driven by reductions in staffing coupled with an increase in the number of Court ordered visitations. In response, the Agency will implement efficiencies in service delivery that reduce costs without compromising the quality of visitation provided to families. The Visitation Center will meet the needs of staff and families in a culturally appropriate setting where various types of visitations, both therapeutic and group, as well as court ordered, can be provided at a location conveniently accessible by various forms of transportation.

2. Position Changes to Reflect Changes in Agency Structure: \$1,015,164

Changes include: transfer of the Family Resource Centers from Community Capacity (nine positions) and transfer of the Fatherhood Collaborative program to Community Capacity (one position). There is no net fiscal impact to the department.

Out of Home Placement (7440P)

Program Outcome Statement

Ensure safety, well-being and permanence of children

Services Provided

The Out-of-Home Placement includes 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 between 12-18 years old. A staff of 11 full time and up to 12 extra help employees operates the safe, homelike facility to stabilize foster youth who need short-term out-of-home emergency placement. During the first eight months in FY 2011-12, the Human Services Agency averaged 7.5 (63% occupancy) youth at the Receiving Home each month. 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. An average of 16 to 17 foster parents utilizes the Respite Care services each month.

Program Results

The Receiving Home stabilizes foster youth by providing short-term housing if local placements are not immediately available. This helps prevent foster youth from moving out of the County, which could disrupt their family ties, schooling and reunification plans, and lead to poorer lifelong outcomes for these youth. Child Welfare Services currently serves 301 foster youth in Out-of-Home placements, and the Agency is responsible for providing the aid payments to foster parents for these youth. For FY 2011-12, the Agency's goal is to provide 100% of the payments to foster parents and group homes on time.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Occupancy rate of the Receiving Home	63%	65%	65%
Percent of aid payments made on time to caregivers for foster care	96%	100%	100%

Out of Home Placement (7440P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	12.0	11.0	11.0	11.0	
Funded FTE	12.0	10.3	10.3	11.0	0.7
Total Requirements	22,930,159	25,846,044	29,014,073	23,219,040	(5,795,033)
Total Sources	20,492,833	23,741,366	27,244,970	21,439,598	(5,805,372)
Net County Cost	2,437,325	2,104,678	1,769,103	1,779,442	10,339

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. State Budget Changes: (\$4,080,000)

The transfer of the Severely Emotionally Disturbed (SED) Program from the Department of Social Services to the Department of Education as prescribed by the State's FY 2011- 12 budget. This should be a seamless transition and will not affect the any of the youth or families involved in the program.

2. Decreasing Foster Care Caseload: (\$1,009,560)

This decrease reflects current caseload trends. Projections for FY 2012-13 include a case load decrease of 5% percent or 11 cases.

Homeless and Safety Net Services (7510P)

Program Outcome Statement

Prevent homelessness/ food insecurities for individuals and families

Services Provided

Homeless and Safety Net Services plans, develops and administers safety net services such as food and shelter for the county's most vulnerable residents. This includes contracts with A) eight CORE Service Agencies: Coastside Hope, El Concilio, Samaritan House, Pacifica Resource Center, Puente de la Costa Sur, Fair Oaks Community Center, City of Daly City Community Center, and North Peninsula Neighborhood Service Center; B) four shelter agencies: Safe Harbor, Shelter Network shelters (for families and individuals), Home and Hope, and Project We HOPE shelter; and C) Second Harvest Food Bank and HIP Housing. In FY 2011-12, Community Based partners will serve 30,000 individuals, including 10,000 families, with emergency food and shelter, utility assistance, rental assistance, counseling, legal aid and other supportive services. Shelter providers will assist 744 families (2,449 people) and 1,246 single individuals with temporary housing (emergency and transitional housing) in FY 2011-12.

Program Results

As a result of the services, individuals and families were able to keep their utilities such as electricity and gas in their homes, hunger needs were met, and emergency housing was secured. The safety net services assisted thousands of families, preventing them from entering a crisis. Of the 194 families who entered into transitional housing programs, 135 exited into permanent housing. The Human Services Agency works closely with its partners to maintain a safety net for families and individuals.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of clients receiving food and/or shelter assistance by CORE Service Agencies contracting with HSA	99% / 81%	99% / 82%	99% / 83%
Percent of clients in transitional housing exiting to permanent housing	70%	71%	72%

Homeless and Safety Net Services (7510P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	5.0	4.0	3.0	3.0	
Funded FTE	5.0	4.0	3.0	3.0	
Total Requirements	3,519,168	3,394,503	3,372,977	3,769,289	396,312
Total Sources	604,047	433,464	553,482	950,921	397,439
Net County Cost	2,915,120	2,961,039	2,819,495	2,818,368	(1,127)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Community Development Block Grant (CDBG): \$382,439

The Human Services Agency Homeless and Safety Net Program will collaborate with the Housing Department on the administration of the Community Development Block Grant (CDBG), and with the State on the administration of the Community Services Development Block Grant (CSBG) and Emergency Solutions Grant (ESG). These contracts will provide shelter and safety net services and grants to local governments and non-profit agencies to assist low-income households with financial assistance and rental assistance to prevent homelessness. The total cost of the program is \$941,705, comprised of \$382,439 from the State and \$559,266 offset (Intrafund transfer) from the Department of Housing.

Community Capacity (7520P)

Program Outcome Statement

Provide community-wide prevention and early intervention services

Services Provided

Community Capacity provides support and services to specific communities including funding and/or administrative support for the Domestic Violence Council, the Fatherhood Collaborative, Day Worker Program, Extraordinary Circumstance Fund (ECF), Veteran Services, and AB 109 Re-Entry Services (Service Connect). In FY 2011-12, the Day Worker Program will serve 480 day laborers by linking them to health and social services, jobs, employment services, housing, legal and financial education; and 150 employers will have a trusted referral source for skilled and unskilled labor. The ECF provides emergency assistance to families for rental deposit, car repairs, and other emergency needs, and will secure housing for 16 families through rental assistance in FY 2011-12. Veteran Services helps veterans and families of veterans file claims for state and federal benefits and services such as pensions, housing programs and college fee waivers. Service Connect is a collaborative effort with the Health System to serve formerly incarcerated people who are returning to the community from State prisons through AB 109. Service Connect provides social services (food, clothing, shelter), peer mentoring, referrals for vocational training and employment services. AB 109 was implemented on October 2011 and Service Connect will serve 180 clients in FY 2011-12.

Program Results

The Day Worker Program significantly improves community relations by linking day laborers to training, housing, health and social services. As a result of the ECF, low-income families and foster youth have a fund of last resort to prevent financial crisis. Many veterans and their families have gained access to veteran services because of veteran services staff. In FY 2011-12, Veteran Services will file 800 benefit claims, securing over \$2,000,000 in benefits for veterans and their families in San Mateo County. Service Connect supports the County's efforts in reducing recidivism of ex-offenders and engages them to become productive citizens by providing critical social services such as housing assistance referrals, family reunification, counseling, vocational training and employment services.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of Veterans benefit claims filed	883	800	800
Amount of rental assistance provided through ECF	\$17,457	\$20,000	\$20,000

Community Capacity (7520P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	29.0	22.0	16.0	9.0	(7.0)
Funded FTE	28.9	21.3	15.4	8.1	(7.3)
Total Requirements	3,285,726	2,699,590	2,494,517	1,279,265	(1,215,252)
Total Sources	284,692	240,140	382,230	904,109	521,879
Net County Cost	3,001,034	2,459,450	2,112,287	375,156	(1,737,131)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Addition of .5 FTE Human Services Supervisor: \$64,449

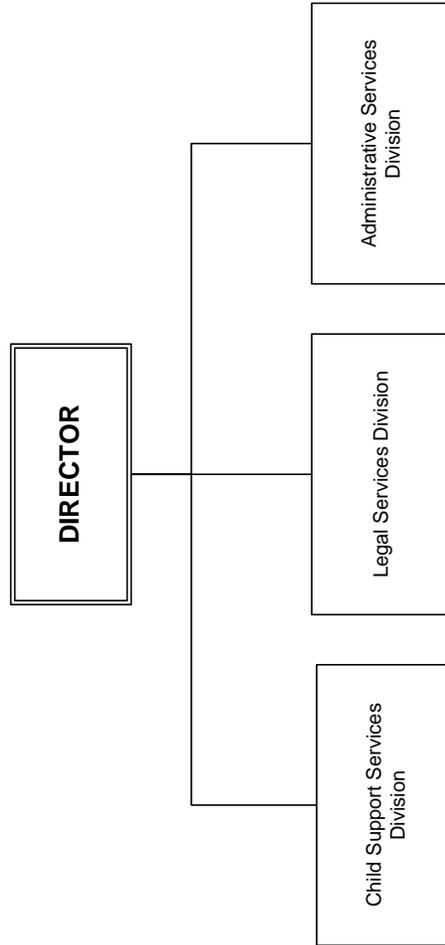
A 0.5 FTE Human Services Supervisor position is being added for the AB 109 Criminal Justice Realignment unit in recognition of the ongoing requirements. The Human Services Agency is supporting implementation of AB109 through an array of services provided to eligible individuals with the goal of reducing recidivism and assisting a successful return to their communities. These services include access to benefits, transportation, food and housing assistance as well as employment services.

2. Position Changes and Related Costs to Reflect Changes in Agency Structure: (\$1,180,784)

Changes include: transfer of one position from the Office of Agency Administration; transfer of the Family Resource Center to Children and Family Services (nine positions and related costs); transfer of the Jobs for Youth program to Employment Services (three positions); transfer of the AB109 program from Employment services (two positions); and transfer of the Fatherhood Collaborative program from Children and Family Services (one position). There is no net fiscal impact to the department.

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DEPARTMENT OF CHILD SUPPORT SERVICES



Department of Child Support Services (2600B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	11,327,047	11,392,101	11,611,615	11,487,615	(124,000)
Miscellaneous Revenue	(67)		289,621	245,360	(44,261)
Total Revenue	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
TOTAL SOURCES	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
REQUIREMENTS					
Salaries and Benefits	9,677,772	9,967,940	10,467,598	10,494,730	27,132
Services and Supplies	454,728	388,491	410,650	420,650	10,000
Other Charges	1,194,449	1,035,670	1,172,186	943,993	(228,193)
Gross Appropriations	11,326,949	11,392,101	12,050,434	11,859,373	(191,061)
Intrafund Transfers	31		(149,198)	(126,398)	22,800
Net Appropriations	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
TOTAL REQUIREMENTS	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
AUTHORIZED POSITIONS					
Salary Resolution	92.0	90.0	90.0	90.0	
Funded FTE	90.7	89.3	89.2	89.2	

Department of Child Support Services (2600B)

Department Mission Statement

The Department of Child Support Services enhances 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.

Mandated Services

- Locate parents
- Establish paternity
- Establish financial and medical support orders
- Enforcement and modification of court orders
- Accurate distribution of collections

Major Accomplishments in FY 2011-12

Financial Support Orders: The amount of child support a parent owes is determined by a court order. In FY 2011-12, 920 financial support orders will be established. Through the establishment of these orders, approximately 1300 children in the county will have access to benefits associated with the establishment of paternity and support of both parents.

Collection and Distribution of Child Support: DCSS continues to collect child support from parents that voluntarily pay and take steps to enforce orders when parents do not pay. In FY 2011-12 San Mateo improved in both collections on current support and cases with collections on arrears. These efforts resulted in raw collections of approximately \$30 million. There is a growing consensus that the Child Support program is one of the financial keys to helping families become and remain self-sufficient. According to the most recent available data from the Urban Institute, on average, child support constitutes about 17% of family income for households who receive it. Among poor household who receive it, child support constitutes about 30% of family income.

Shared Service Call Center: The department continues to operate a shared service call center and answers over 70,000 calls for Marin, San Benito, Santa Cruz and San Mateo with an average wait time of 2.5 minutes.

Early Intervention Activities: The department expanded early intervention activities across all department units. These proactive actions aid in the compliance of obligors and increase direct participation from all clients.

Criminal Justice Realignment: The department partnered with the Human Services Agency to assist in the County's implementation of AB 109 where inmates recently released from incarceration can be quickly connected to child support services if appropriate.

Community Based Organization Outreach: The department provided outreach services to a number of community based organizations including the Department of Corrections and Rehabilitation and various Veteran's groups in order to meet with at risk clients directly and provide immediate case assistance.

Changes, Challenges, and How to Measure Success in FY 2012-13

Child Support Services is highly automated and in 2007 converted to a statewide system. To address the challenges associated with flat funding the department will continue to leverage Business Process Redesign in targeted areas to uncover areas for improvement which would provide both cost efficiencies and better customer service. Next year DCSS will work on two IT initiatives to achieve this goal:

- Evaluate the effectiveness of an electronic workflow mail system which should allow the Department to scan and upload incoming mail into the child support system immediately.

- Implement call recording capability in our call center to monitor calls randomly for training and quality control purposes.

In an effort to secure support for children which is reliable and consistent DCSS continues to work with parents on establishing “realistic” child support orders. To prevent child support arrears the Department continues to seek ways to put in place mechanisms to ensure that orders are promptly modified if a non-custodial parent experiences a change in financial circumstances (e.g., becomes unemployed, goes to jail or prison, called up for duty in the military). When a parent owes past due support to the government and is unable to pay this debt the department continues to work with low income wage earners on a compromised amount in lieu of the full amount to lessen the financial burden on economically fragile families. The compromise of these governmental arrears removes one of the financial barriers and enables the parent to come into compliance with their ongoing monthly child support obligation.

In FY 2012-13, the Department will undertake the following initiatives to improve outcomes:

- Outpost case managers at the Menlo Park Veteran’s Hospital to provide one stop services to active military personnel and veteran’s, in an effort to assist them with their child support issues.
- Proactively review prison intake logs to search for parents required to pay child support in order to suspend ongoing support while they are incarcerated.
- For incarcerated parents and those re-entering society from prison, the difficulties of maintaining economic and social ties to their children are particularly severe. The Department will continue to partner with Achieve 180 and Re-Entry Program to help former inmates develop plans to pay their child support obligations, obtain a release of their driver’s license and manage any child support debt accrued.

The goal of DCSS is to engage parents in the early stages of the child support process and increase compliance with support orders. Department success will be measured by:

- Increase the percentage of current support collected greater than the prior year
- Increase the percentage of cases with collection in arrears greater than the prior year
- Increase the percentage of cases with order will be greater than the prior year
- Amount of child support debt compromised will be greater than the prior year

Other Department Initiatives

- Evaluate the effectiveness of an electronic workflow mail system allowing the Department to scan and upload incoming mail directly into the child support system.
- Implement call recording capability for our shared services Call Center which assists in quality control and identifies training needs for the unit.
- Review business processes in targeted areas to uncover possible efficiencies within program workflow which will provide both cost efficiencies and better customer service.

Department of Child Support Services (2600B)

Program Outcome Statement

Establish and enforce child and medical support orders

Services Provided

Child Support Services establishes, enforces and modifies child and medical support orders. The Department schedules DNA testing to establish paternity, utilizes access to a variety of locate systems to confirm the whereabouts of absent parents and collects and distributes support payments to families. The Department is also responsible for reimbursement to county, state and federal subventions for public assistance paid to families. Caseworkers in both the establishment and enforcement components of the program emphasize and encourage direct communication with clients and plan targeted projects to increase collections. Child Support Services is committed to outreach activities and collaborates with several community based organizations to provide referrals for clients and outreach information about services available. The Department has partnered with the Human Services Agency, Veteran's Hospital, Veteran's Stand Down, Department of Corrections and Rehabilitation, Recovery Happens and the North Fair Oaks Fair in an effort to provide face to face, direct services to obligors with challenging issues to compliance.

Program Results

Child Support Services continues to increase performance in all major categories compared to previous fiscal years. As an example, the Department has realized improvement in the percentage of cases with a support order increasing almost five (5) percentage points over the past two years. This means that a higher percentage of children on our caseload have access to financial and medical support from both parents. The Department continues to be proactive in case management and aims to educate clients on the benefits of child support and increase compliance from those obligated to pay. Child support payments provide for the basic needs of children and in a difficult and still uncertain economy the ability of the child support program to utilize its resources and improve performance is a needed and necessary resource for families.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of cases with orders for child support	91%	90%	90%
Percent of dollars of current child support owed that is paid	62%	60%	60%

Department of Child Support Services (2600B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	92.0	90.0	90.0	90.0	
Funded FTE	90.7	89.3	89.2	89.2	
Total Requirements	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
Total Sources	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)

FY 2012-13 Program Funding Adjustments

There are no significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget.



LIVABLE COMMUNITY

OUR GROWTH OCCURS NEAR TRANSIT,
PROMOTES AFFORDABLE,
LIVABLE CONNECTED COMMUNITIES.

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Livable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



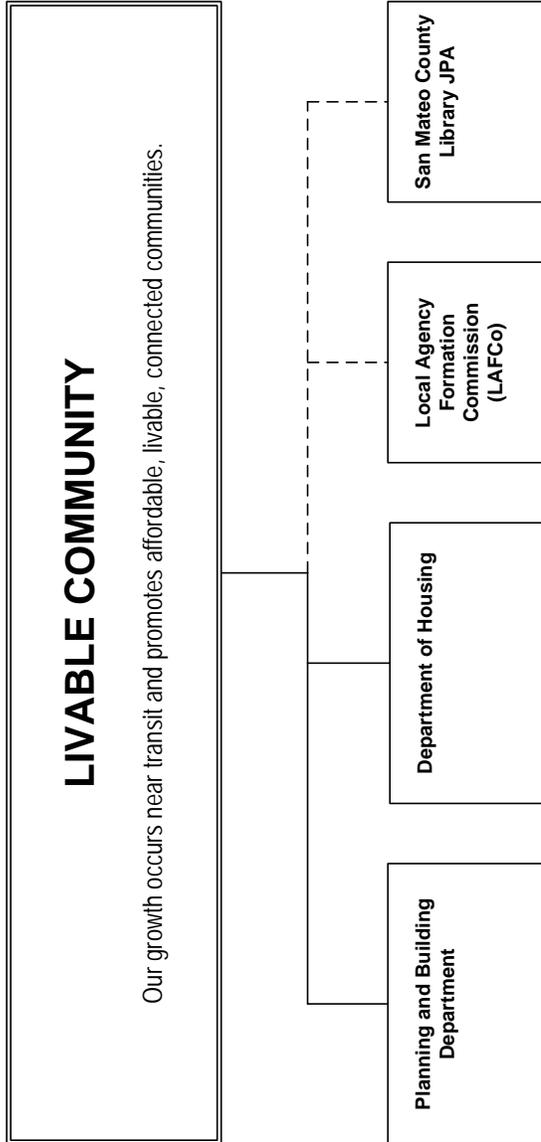
Environmentally Conscious Community

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



Collaborative Community

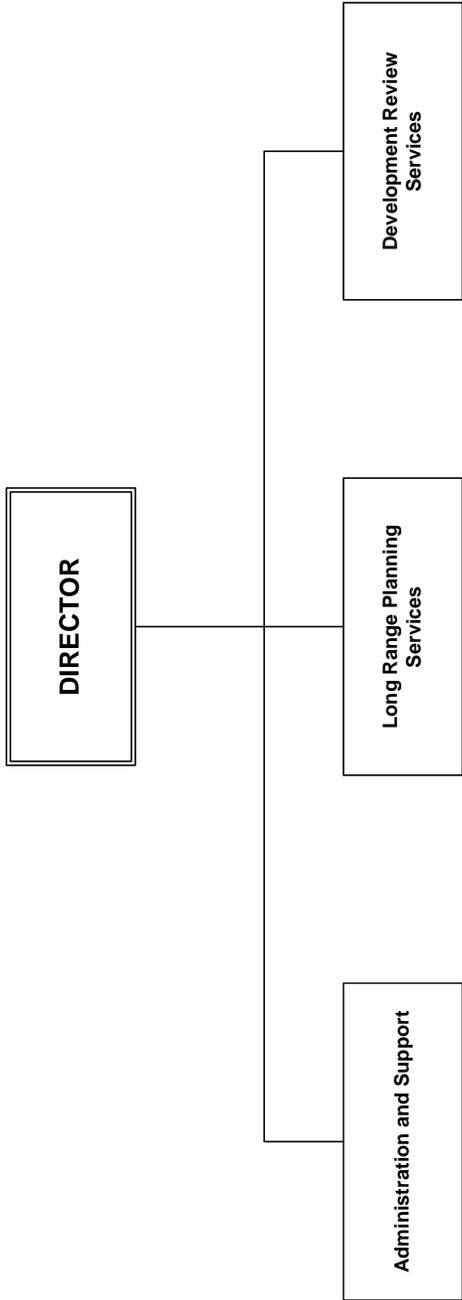
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Livable Community
FY 2012-13 All Funds Summary

Total Requirements	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
General Fund Budgets					
Planning and Building	9,357,316	8,327,023	8,372,101	7,532,299	(839,802)
Local Agency Formation Commission	327,888	282,244	274,923	234,862	(40,061)
Housing and Community Development	5,780,825	6,841,151	8,727,902	7,843,151	(884,751)
Total General Fund	15,466,029	15,450,418	17,374,926	15,610,312	(1,764,614)
Non-General Fund Budgets					
County Library	32,491,926	31,727,773	31,258,368	31,337,436	79,068
Total Non-General Fund	32,491,926	31,727,773	31,258,368	31,337,436	79,068
Total Requirements	47,957,955	47,178,191	48,633,294	46,947,748	(1,685,546)
Total Sources	47,880,107	46,805,308	47,158,508	44,686,570	(2,471,938)
Net County Cost	77,848	372,883	1,474,786	2,261,178	786,392
AUTHORIZED POSITIONS					
Salary Resolution	197.0	197.0	190.0	182.0	(8.0)
Funded FTE	179.8	180.4	174.0	166.6	(7.4)
<u>Information Only:</u>					
Housing Authority	65,388,994	72,469,459	75,682,986	74,027,118	(1,655,868)

PLANNING AND BUILDING



Planning and Building (3800B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	2,510,704	2,517,876	2,606,219	2,853,272	247,053
Fines, Forfeitures and Penalties	46,260	26,202	15,000	25,000	10,000
Intergovernmental Revenues	868	101,170	275,000	125,000	(150,000)
Charges for Services	1,189,171	1,354,353	1,571,077	1,334,102	(236,975)
Interfund Revenue	125,551	4,357	50,000	100,000	50,000
Miscellaneous Revenue	715,560	604,311	274,920	25,200	(249,720)
Total Revenue	4,588,115	4,608,268	4,792,216	4,462,574	(329,642)
Fund Balance	4,691,353	3,450,872	2,205,099	808,547	(1,396,552)
TOTAL SOURCES	9,279,468	8,059,140	6,997,315	5,271,121	(1,726,194)
REQUIREMENTS					
Salaries and Benefits	6,043,834	6,196,898	6,394,798	6,404,330	9,532
Services and Supplies	6,292,129	4,948,360	5,704,886	4,487,047	(1,217,839)
Other Charges	589,150	553,626	589,439	582,183	(7,256)
Gross Appropriations	12,925,113	11,698,885	12,689,123	11,473,560	(1,215,563)
Intrafund Transfers	(5,529,934)	(4,404,215)	(4,810,269)	(4,149,261)	661,008
Net Appropriations	7,395,179	7,294,669	7,878,854	7,324,299	(554,555)
Contingencies/Dept Reserves	1,962,137	1,032,354	493,247	208,000	(285,247)
TOTAL REQUIREMENTS	9,357,316	8,327,023	8,372,101	7,532,299	(839,802)
NET COUNTY COST	77,847	267,883	1,374,786	2,261,178	886,392
AUTHORIZED POSITIONS					
Salary Resolution	52.0	52.0	49.0	48.0	(1.0)
Funded FTE	52.0	51.6	48.5	47.5	(0.9)

Planning and Building Department (3800B)

Department Mission Statement

Our mission is to serve the County and its communities by helping them to achieve a better future through the preparation and administration of land use plans and regulations and by ensuring development proposals conform with applicable zoning and building requirements.

Mandated Services

- Update the General Plan, Local Coastal Program and Zoning, Subdivision, and Building Regulations
- Administer planning and building code compliance
- Administer Williamson Act
- Process planning and building permits
- Conduct California Environmental Quality Act environmental reviews
- Provide plan check services
- Provide customer permit assistance
- Conduct inspections
- Participate on boards and planning committees

Discretionary Services

- Coordinate regional planning efforts
- Provide customer assistance and education
- Inspect planning sites
- Update local building code requirements

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Fund Balance

- Decrease due to use of Fund Balance in FY 2011-12 for operational needs: (\$1,396,552)

Services and Supplies

- Decrease primarily due to elimination of one-time contract expenses and conservative spending: (\$556,831)
- Decrease due to a reduction in the administrative transfer of funds between programs. This change is for accounting purposes only: (\$661,008)

Intrafund Transfer

- Decrease is for accounting purposes only and will not impact service delivery: \$661,008

Contingencies/Departmental Reserves

- Decrease allows the Department to maintain their current level of services: (\$285,247)

Net County Cost

- Increase allows the Department to maintain current service levels: \$886,392

Major Accomplishments in FY 2011-12

The Planning and Building Department completed two major projects approved by the Board of Supervisors in FY 2011-12: the North Fair Oaks Community Plan and the Housing Element update of the County's General Plan. Among

other benefits, these projects address how the County can provide a range of housing types that meet the needs of a growing population in a manner that promotes health and environmental sustainability. In addition, to address public concerns regarding large home construction in the unincorporated Stanford Weekend Acres, the Board of Supervisors adopted emergency and interim zoning regulations to regulate height and bulk of new construction. The Department will continue its efforts to address the concerns of the community by completing new zoning regulations for the Stanford Weekend Acres in FY 2012-13.

The Department also completed the non-renewal recordation phase for non-compliant parcels in the County's Williamson Act Program. In addition, the Department completed a draft Williamson Act Uniform Rules and Procedures manual in collaboration with the County's Agricultural Advisory Committee, Farm Bureau Director, and the County Agricultural Commissioner as part of the Department's Williamson Act Update Project. The updated rules and procedures will provide clear and comprehensive guidance to land owners and decision makers regarding the County's administration of the Williamson Act Program.

Finally, in December 2011, the Department participated in a four day Business Process Redesign event focusing on building and planning permits process. The process improvement recommendations will improve the customer experience by streamlining the process and shortening the associated timeframes.

Changes, Challenges, and How to Measure Success in FY 2012-13

The Department has begun implementing the process improvements identified through the Business Process Redesign event. Current Planning staff continue to implement and identify permit processing efficiency measures in the coming year. The implementation should be completed by January 2013 and result in reducing processing time by up to 28%. Success of this project will be measured by an increase in the percentage of projects that receive notice that the project is complete within 30 days of their initial submittal.

Concurrently with the business process improvements, the Department's automated permit processing and tracking system will be upgraded. The new system will enable customers to submit plans on-line. Both the Department and its customers will experience reduced costs from paper and reduced staff time required to complete the review process. Success of this project will be measured by successfully implementing and testing of the permit processing and tracking system.

Major projects for the next fiscal year include revising and updating the County's General Plan Policies that are identified in the Department's Energy Efficiency Climate Action Plan, and completing new zoning regulations for the Stanford Weekend Acres area. These efforts will be completed when the Board of Supervisors adopts the applicable regulations.

Administration and Support (3810P)

Program Outcome Statement

Provide leadership and improve internal operations

Services Provided

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 supports the Planning Commission, Zoning Hearing Officer and Design Review Committees.

Program Results

In FY 2012-13, the Department's automated permit processing and tracking system will be upgraded from a client-server platform to a web and cloud-based application. Administration and Support is responsible for directing and successfully implementing this program. The new permit processing and tracking system will also be integrated with the County's Geographic Information System to make more information and mapping layers available to the public and staff.

Administration and Support provides graphics, document preparation and the IT support needed by the Planning Commission and Board of Supervisors informed decisions regarding land use and development can be made. The IT support component of the Program maintains a reliable computer network that enables staff to perform work efficiently and provide residents with timely access to information through its on-line permit tracking system. In FY 2012-13, the IT infrastructure will be improved with upgraded workstations, printers, and software that will ensure the continued high network availability rate.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of staff recommended actions approved by the Planning Commission	94%	98%	98%
Percent availability of computer network during scheduled hours	100%	100%	100%

Administration and Support (3810P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	15.0	15.0	15.0	15.0	
Funded FTE	14.9	14.9	14.9	14.9	
Total Requirements	4,409,425	3,373,079	2,755,317	1,206,994	(1,548,323)
Total Sources	4,694,814	3,482,084	2,340,099	838,547	(1,501,552)
Net County Cost	(285,389)	(109,005)	415,218	368,447	(46,771)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Reduction in Revenue/Sources: (\$1,501,552)

The decrease is due to a significant drop in fund balance available from the prior year as expenditures continue to outpace sources. In addition, revenue to be generated from the new information technology fee has been eliminated as this will be deposited directly into Non-Departmental Services in future years to repay costs of the automation upgrade project.

2. Reduction in Expenditures/Reserves (\$1,548,323)

The Department received an increase in Net County Cost and is using Department Reserves to address an ongoing structural budget problem. As a result, the necessity to transfer funds between programs is reduced. This change is for accounting purposes only and will have no impact on service delivery.

Long Range Planning Services (3830P)

Program Outcome Statement

Promote and protect sustainable development by establishing plans and procedures

Services Provided

The Long Range Planning Program updates and implements the County's General Plan and associated development regulations. The Program collaborates with community and governmental stakeholders to create and enforce land use plans, zoning regulations, and development standards that protect public health and safety, enhance communities, and preserve natural resources.

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 2012-13, Long Range Planning will complete at least 80% of its priority projects on time and within budget. This will include implementation of the new Housing Element, North Fair Oaks Community Plan, and Midcoast Mobility Studies; and initiation of a planning effort for Princeton-by-the-Sea. The Program will finish the Energy Efficiency and Climate Change Update Project and associated revisions to policies contained in the County's General Plan. In addition, new zoning regulations for the Stanford Weekend acres area of the County will also be completed. In carrying out these functions, the Program will achieve a 90% participant/stakeholder satisfaction level of good or better.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of projects proceeding in accordance with established time frames, budget, and priorities	70%	80%	80%
Percent of customer survey respondents and project participants/stakeholders rating services good or better	- - -	90%	90%

Long Range Planning Services (3830P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	7.0	7.0	6.0	5.0	(1.0)
Funded FTE	7.0	7.0	6.0	5.0	(1.0)
Total Requirements	626,643	875,300	1,159,821	1,434,219	274,398
Total Sources	289,027	308,639	512,544	136,200	(376,344)
Net County Cost	337,616	566,661	647,277	1,298,019	650,742

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Elimination of Transportation Systems Coordinator Position: (\$164,880)

One vacant Transportation Systems Coordinator position will be eliminated due to the retirement of the incumbent. Providing staff support to the Airport Land Use Commission and Airport Land Use Committee is being transferred to the City/County Association of Governments (C/CAG), while the administrative and technical support provided to the San Francisco Airport/Community Roundtable will be handled by existing staff in the Current Planning Program. Reimbursement for staff time generated by this position is correspondingly being eliminated.

2. Additional General Fund Support: \$650,742

The Program received an additional Net County Cost allocation to address its ongoing structural budget problem. This allocation will allow the Program to maintain current level services.

Building Inspection Services (3842P)

Program Outcome Statement

Protect public health and safety by enforcing building codes

Services Provided

The Building Inspection section issues building permits after reviewing applications and construction drawings, inspects and monitors construction activity, and enforces the building codes. Building Inspection also informs and assists the public and other County departments with permit procedures and regulations and also updates the County's building codes.

Program Results

The Building Inspection section protects the health and safety of county residents and the resident's 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 on the Department's permit tracking system upgrade. The new permit tracking system 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 and when fully implemented, will allow applicants to submit plans and documents 24 hours a day, 7 days a week.

In FY 2012-13, the number of building permits finalized is expected to reach 1,950, up from 1,900 estimated permits in FY 2011-12. 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 fifty percent (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 2012-13. 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.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of building permits finalized	1,619	1,900	1,950
Percent of major-type building permits issued within 365 days	84%	94%	90%

Building Inspection Services (3842P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	17.0	17.0	15.0	15.0	
Funded FTE	16.9	16.9	14.7	14.8	0.1
Total Requirements	3,109,854	2,726,907	3,343,644	3,563,797	220,153
Total Sources	2,816,896	3,099,568	3,168,683	3,253,401	84,718
Net County Cost	292,958	(372,662)	174,961	310,396	135,435

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Additional General Fund Support: \$135,435**

The Program received an additional Net County Cost allocation to address its ongoing structural budget problem. This allocation will allow the Program to maintain current level services.

2. **Revenue Projection Adjustments: \$84,718**

Revenue projections have been adjusted slightly to reflect a minor upward trend in building permit applications.

Current Planning (3843P)

Program Outcome Statement

Enhance environmental protection through sustainable land use/development

Services Provided

The Current Planning section processes permits for land use/development projects in the unincorporated areas of San Mateo County and ensures compliance with the County General Plan, Local Coastal Program, Zoning/Subdivision Regulations and State and County environmental statutes. The section provides information, research, reports, project coordination, and recommendations for development project compliance with land use regulations at the Development Review Center, and for the Design Review Committee, Zoning Hearing Officer, Planning Commission and Board of Supervisors.

Program Results

Current Planning protects the environment and the community by educating the public about land use best practices and environmental regulations; providing a forum for resolving land use conflicts; improving the quality of new development to protect neighborhood character and enhance property values; and encouraging efficient land use/development to preserve natural resources and natural habitats.

In FY 2012-13, Current Planning will oversee and coordinate the Department's Business Process Redesign efforts to improve and streamline planning and building permits and reduce processing timeframes. The redesign project will focus on two goals: improving an applicant's experience through education and providing the level of service and support the customers need; and improving the efficiency of staff permit reviews to reduce the length of time for permit processing.

Current Planning strives to process planning permits and prepare associated environmental studies quickly and efficiently and in compliance with local and state regulations. In FY 2012-13, it is expected that 75% of the permits requiring public hearings will be processed to a public hearing within four months of the date the application was deemed complete. In addition, Current Planning will continue to provide accurate information and project coordination for permit applicants and the public to achieve a customer satisfaction rating of 90%.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of planning permits requiring a public hearing processed within four months	68%	75%	75%
Percent of customer survey respondents rating services good or better	95%	90%	90%

Current Planning (3843P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	13.0	13.0	13.0	13.0	
Funded FTE	12.8	12.8	12.9	12.9	
Total Requirements	1,332,336	1,329,990	1,113,319	1,327,289	213,970
Total Sources	1,478,578	1,168,849	975,989	1,042,973	66,984
Net County Cost	(146,242)	161,141	137,330	284,316	146,986

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Additional General Fund Support: \$146,986**

The Program received an additional Net County Cost allocation to address its ongoing structural budget problem. This allocation will allow the Program to maintain current level services.

2. **Revenue Adjustment: \$70,000**

Reimbursement for staff time to provide support services to the San Francisco Airport/Community Roundtable (ACRT) is being used to partially cover the cost of the services of a part-time Planner in the Current Planning section. Reallocating staff resources and assignments will allow the maintenance of service delivery levels to meet workload demands. In total, the Roundtable is receiving \$220,000 from the City of San Francisco to be disbursed from the ACRT Trust Fund administered by the County to fund the Roundtable's activities in FY 2012-13.

Local Agency Formation Commission (3570B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	159,278	165,079	165,638	157,813	(7,825)
Charges for Services	29,573	8,357	25,000	25,000	
Miscellaneous Revenue				2,636	2,636
Total Revenue	188,851	173,436	190,638	185,449	(5,189)
Fund Balance	139,037	108,808	84,285	49,413	(34,872)
TOTAL SOURCES	327,888	282,244	274,923	234,862	(40,061)
REQUIREMENTS					
Salaries and Benefits	202,272	209,099	220,146	209,693	(10,453)
Services and Supplies	62,354	34,053	73,132	52,197	(20,935)
Other Charges	29,403	37,345	50,831	42,817	(8,014)
Gross Appropriations	294,029	280,497	344,109	304,707	(39,402)
Intrafund Transfers	(74,979)	(82,538)	(77,004)	(78,907)	(1,903)
Net Appropriations	219,050	197,959	267,105	225,800	(41,305)
Contingencies/Dept Reserves	108,838	84,285	7,818	9,062	1,244
TOTAL REQUIREMENTS	327,888	282,244	274,923	234,862	(40,061)
AUTHORIZED POSITIONS					
Salary Resolution	1.0	1.0	1.0	1.0	
Funded FTE	1.0	1.0	1.0	1.0	

Local Agency Formation Commission (3570B)

Program Outcome Statement

Ensure city and special district organization and boundary changes comply with state law

Services Provided

The Local Agency Formation Commission (LAFCo) is a state-mandated commission with jurisdiction over the boundaries of cities and special districts. The Commission implements state policies promoting effective and efficient governmental boundaries and preservation of open space and agricultural lands in a manner that ensures participation by residents, voters and public agencies.

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 city 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 current work program includes a special study of the San Mateo County Mosquito and Vector Control District, Municipal Service Review and Sphere of Influence Updates for the Cities of San Mateo, Foster City, Burlingame and Hillsborough as well as independent and County-governed districts serving territory in these cities.

Local Agency Formation Commission (3570B)

Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	1.0	1.0	1.0	1.0	
Funded FTE	1.0	1.0	1.0	1.0	
Total Requirements	327,888	282,244	274,923	234,862	(40,061)
Total Sources	327,888	282,244	274,923	234,862	(40,061)

FY 2012-13 Program Funding Adjustments

There are no significant changes.

County Library (3700B)
County Library Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	18,802,988	18,232,579	17,162,530	17,257,980	95,450
Use of Money and Property	102,831	119,568	84,800	84,800	
Intergovernmental Revenues	453,344	507,046	422,669	106,450	(316,219)
Charges for Services	692,722	588,062	556,000	568,000	12,000
Interfund Revenue	157,388	157,388	157,388	157,386	(2)
Miscellaneous Revenue	792,271	481,479	403,365	320,365	(83,000)
Total Revenue	21,001,544	20,086,121	18,786,752	18,494,981	(291,771)
Fund Balance	11,490,382	11,641,652	12,471,616	12,842,455	370,839
TOTAL SOURCES	32,491,926	31,727,773	31,258,368	31,337,436	79,068
REQUIREMENTS					
Salaries and Benefits	11,909,355	12,603,684	12,779,063	12,528,750	(250,313)
Services and Supplies	14,398,639	12,581,674	14,234,314	13,042,299	(1,192,015)
Other Charges	1,378,565	1,383,581	1,423,554	1,385,227	(38,327)
Fixed Assets	1,058,388	211,002	296,000		(296,000)
Gross Appropriations	28,744,947	26,779,940	28,732,931	26,956,276	(1,776,655)
Intrafund Transfers	(7,894,673)	(7,523,783)	(8,796,084)	(8,046,243)	749,841
Net Appropriations	20,850,274	19,256,157	19,936,847	18,910,033	(1,026,814)
Contingencies/Dept Reserves	7,403,077	8,233,041	3,666,418	3,586,280	(80,138)
Non-General Fund Reserves	4,238,575	4,238,575	7,655,103	8,841,123	1,186,020
TOTAL REQUIREMENTS	32,491,926	31,727,773	31,258,368	31,337,436	79,068
AUTHORIZED POSITIONS					
Salary Resolution	130.0	130.0	126.0	122.0	(4.0)
Funded FTE	113.0	114.2	110.9	107.3	(3.6)

San Mateo County Library (3700B)

Department Mission Statement

The San Mateo County Library provides innovative, dynamic services that connect our diverse community with opportunities for individual growth and enrichment.

Discretionary Services

- Operate all library services including access to books and information, computers, homework help, and literacy development

Major Accomplishments in FY 2011-12

The San Mateo County Library implemented several new programs in FY 2012-13. To provide teens with on-the job experience and an opportunity for them to earn community service credits, the Library launched the Teens Engaged in Employment Now Project. The Library also implemented community garden and seed lending library activities that enabled access to fresh, healthy food that may not otherwise be available.

To increase operational efficiencies, improve inventory control, and speed up the check-out process, the existing materials barcode system was replaced with Radio Frequency Identification (RFID). Further technological advances were made as eBook and eAudiobook offerings were expanded to address the increasing use of eReader devices. Finally, the Library eBranch was named a Webby Award Official Honoree, one of the Internet's most respected symbols of success.

Changes, Challenges, and How to Measure Success in FY 2012-13

Library revenues are less than expenses. To balance the FY 2012-13 budget and through direction provided by the Library JPA Governing Board, the Library will eliminate four vacant positions and use reserves and excess ERAF to maintain current levels of service and fund one-time projects. An emphasis will be placed on facilitating school readiness and cultivating young readers between ages of 0-10 by providing services and resources that develop the love of reading, learning and libraries. The Library will also promote self-sufficiency, discovery and overall satisfaction by arranging and presenting easily accessible library collections. Finally, the organization will strive to improve employee engagement by establishing improved best practices and recognition of service contributions in order to optimize organizational performance.

San Mateo County Library (3700B)

Program Outcome Statement

Improve community access to library services and resources

Services Provided

The San Mateo County Library (Library) is a Joint Powers Authority governed by a Board consisting of representatives from 11 cities and the County. Approximately 274,000 people live within the boundaries of the Library legal taxing district which covers 351 square miles. The 12 branches, bookmobile, and eBranch are a source of books and information in multiple languages and formats. Other services include access to computers, the Internet, music, movies, business resources, homework help, computer training, and literacy development. Additionally, a wide range of educational and recreational programs and events are regularly offered to children, teens and adults.

Program Results

The San Mateo County Library expects to circulate over 4 million items in FY 2012-13. The number of library visits is projected at over 2.5 million. Users will be able to take advantage of current, popular materials in a wide range of formats, access more than 375 public computers, and participate in over 5,500 programs and events. Registered card holders as a percent of the population is expected to reach 80%.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of circulated materials	3,989,770	3,850,000	4,000,000
Number of library visits	2,399,677	2,400,000	2,500,000

County Library (3700B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	130.0	130.0	126.0	122.0	(4.0)
Funded FTE	113.0	114.2	110.9	107.3	(3.6)
Total Requirements	32,491,926	31,727,773	31,258,368	31,337,436	79,068
Total Sources	32,491,926	31,727,773	31,258,368	31,337,436	79,068

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Add One-time Purchases to Improve Service Delivery: \$899,890

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; additional children and adult collections and audio/digital materials; replacement of 90 computers for the public and staff; installation of early literacy stations at several branches; completion of interior space and facility improvements; and enhancements to the Library intranet.

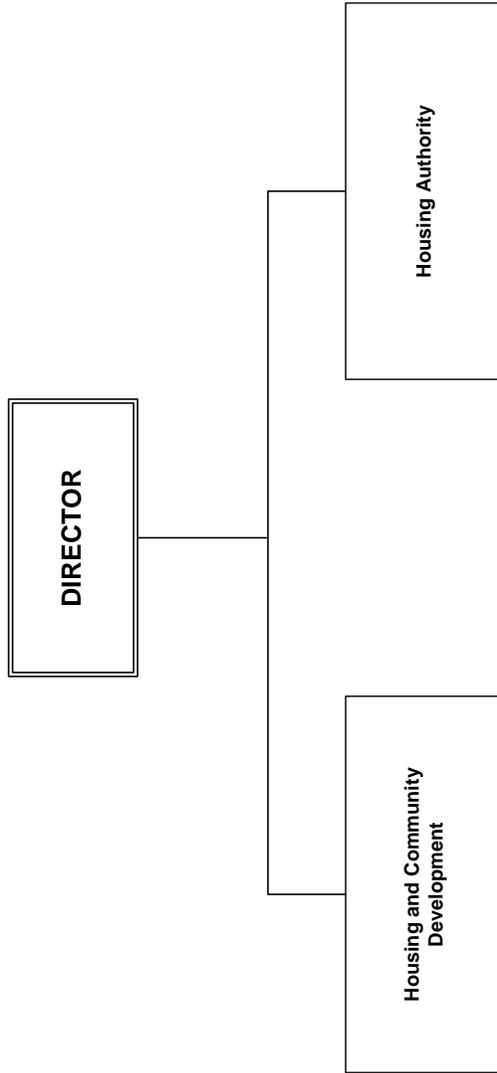
2. Eliminate One-time Purchases from the Prior Year: (\$692,000)

One-time purchases made in the prior year to support system projects are eliminated and include costs associated with the interior renovation of the Millbrae Library and costs associated with implementing radio frequency identification (RFID).

3. Eliminate Vacant Positions: (\$319,124)

Four vacant positions 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 these positions has been absorbed by existing staff and anticipated to have minimal impact on end-user services.

DEPARTMENT OF HOUSING



Department of Housing (7900B)
ALL FUNDS

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	1,472,650	1,412,705	1,279,508	1,312,783	33,275
Intergovernmental Revenues	68,051,308	76,581,563	80,102,923	76,135,121	(3,967,802)
Interfund Revenue	87,650		1,867,637	3,160,642	1,293,005
Miscellaneous Revenue	1,558,211	1,202,297	1,060,820	1,261,723	200,903
Total Revenue	71,169,819	79,196,564	84,310,888	81,870,269	(2,440,619)
Fund Balance		9,045			
TOTAL SOURCES	71,169,819	79,205,609	84,310,888	81,870,269	(2,440,619)
REQUIREMENTS					
Salaries and Benefits	6,499,619	6,625,035	6,761,185	6,365,435	(395,750)
Services and Supplies	2,645,314	2,800,371	2,788,052	3,467,142	679,090
Other Charges	61,764,764	69,406,742	74,624,747	71,750,788	(2,873,959)
Fixed Assets	259,122	478,462	200,000	250,000	50,000
Net Appropriations	71,168,819	79,310,610	84,373,984	81,833,365	(2,540,619)
Contingencies/Dept Reserves	1,000		36,904	36,904	
TOTAL REQUIREMENTS	71,169,819	79,310,610	84,410,888	81,870,269	(2,540,619)
NET COUNTY COST	0	105,000	100,000		(100,000)
AUTHORIZED POSITIONS					
Salary Resolution	60.0	60.0	60.0	57.0	(3.0)
Funded FTE	59.9	59.6	59.6	56.8	(2.9)

Department of Housing (7900B)

Department 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 all income levels and generations in San Mateo County can afford a place to call home.

Discretionary Services - Housing Authority

- Rental Assistance to 4,600 low-income families, 50% elderly or disabled
- Rental Properties: 240 rental units on 3 campuses
- Housing our People Effectively (HOPE) Plan implementation, including allocation of 432 vouchers worth \$4.5 million
- Moving-To-Work Program

Discretionary Services - Housing and Community Development

- Loan programs for non-profits for affordable housing development, safety net services, and home repairs
- Loan programs for homeowners to support rehabilitation and downpayments
- Support and provide technical assistance to regional and countywide collaboratives HOPE, Housing Endowment and Regional Trust (HEART), Grand Boulevard Initiative, Housing Leadership Council and 21 Elements

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Salaries and Benefits

- Decrease due to the elimination of three positions resulting from reductions in federal grant funding: (\$426,693)

Major Accomplishments in FY 2011-12

- 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)
- HACSM increased its contracts with homeless service providers from 80 vouchers to 100 vouchers to complement their case management services with housing assistance
- HACSM was awarded an additional 50 vouchers (total 75) for homeless veterans
- Contributed funding to development of 422 new permanently affordable homes at various sites throughout the County; 68 now occupied, 354 in progress
- Provided financial and program staffing to HEART, the countywide housing trust fund

Changes, Challenges, and How to Measure Success in FY 2012-13

The Department of Housing faces ongoing challenges as a result of Federal funding reductions. Community Development Block Grant funds and HOME funds from U.S. Department of Housing and Urban Development have been reduced by \$1.4 Million or 28%, and housing rental program administration funds have been reduced by \$600,000 or 15% in 2011-12. The Department will identify solutions to close this structural deficit such as improving operational efficiency, restructuring departmental operations and service delivery, assessing fees for services for revenue enhancements, and reducing services. Throughout this process the Department of Housing will continue to focus on maintaining core services and minimizing the impact to the community.

In order to serve more families in San Mateo County, HACSM will propose to the US Department of Housing and Urban Development (HUD) to institute a time-limit to the housing subsidy for all new applicant households that are not designated senior or disabled households. The time limit will be approximately 5-7 years, with a renewal option for senior and disabled households and an appropriate hardship policy. Program participants will participate in a greatly expanded and enriched self-sufficiency program

Other Department Initiatives

- The Department of Housing will continue to develop the 8-acre Senior Campus in Half Moon Bay, working with two non-profit housing developers and three non-profit service providers. The campus will include the existing 96 unit Leslie Gardens, 30 new units above a combined senior services and adult day care center, and the Housing Authority's reconstructed Half Moon Village with 160 new units replacing the existing 60 units.
- Housing Authority will expand the number of partner agencies in its pilot Provider Based Assistance program which sub-grants funds to key partners that are uniquely qualified to help persons in particular special-needs circumstances such as domestic violence, parole or probation, to attain housing self-sufficiency.
- Department of Housing and City/County Association of Governments will co-lead the second round of the 21 Elements' countywide collaboration to help all jurisdictions comply with State mandates to allocate housing production targets and update local housing elements.

Housing and Community Development (7920P)

Program Outcome Statement

Provide financial assistance to create housing for low-income residents

Services Provided

The Housing and Community Development (HCD) Division makes loans and grants to non-profits and cities. These loans support low-income households in purchasing first homes, affordable and supportive housing, rehabilitation of public facilities and housing related safety net services and minor home repair services. HCD also makes loans to homeowners for major home rehabilitation and down-payment assistance, and provides technical assistance to facilitate countywide collaboration to increase the supply of workforce and affordable housing. HCD administers a portfolio of 400 HCD loans worth \$50 million, as well as a portfolio of 9 loans worth \$6 million for HEART/Housing Leadership Council. Over 5,000 households benefit from housing and other services made possible by financial and technical assistance administered by Housing and Community Development (HCD).

Program Results

As a result of HCD programs, an estimated 200 new affordable/supportive housing units will be available to low-income households that have been experiencing hardship in meeting their basic needs such as nutrition and healthcare. Over \$6 million in loans and grants have been directed to the community, providing for legal/counseling services to low-income families; rehabilitation of public facilities and homes of disabled and low-income households; and emergency shelter, meals, and case management.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of county-funded housing units developed and occupied	194	200	60
Number of households benefitting directly from county-administered loans and grants	209	200	250

Housing and Community Development (7920P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	14.0	14.0	14.0	11.0	(3.0)
Funded FTE	13.9	13.7	13.7	10.8	(2.8)
Total Requirements	5,780,825	6,841,151	8,727,902	7,843,151	(884,751)
Total Sources	5,780,825	6,736,150	8,627,902	7,843,151	(784,751)
Net County Cost	0	105,000	100,000		(100,000)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Eliminations to Address Structural Deficit: (\$426,693)

Federal grant funding continues to decrease each year while expenditures continue to increase. In order to balance the budget, one vacant Financial Services Manager position, one vacant Senior Accountant position, and one vacant Office Assistant II position will be eliminated. The workload from these positions has been redistributed within the department and there is no impact to performance.

Housing Authority (7930P)

Program Outcome Statement

Enable low-income families, the elderly and people with disabilities to rent decent housing

Services Provided

The Housing Authority of the County of San Mateo (HACSM) administers federal housing subsidy programs that provide rental assistance to low-income families, the elderly, and people with disabilities. It 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. HACSM 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. Households pay the difference between actual rent charged by the landlord and the amount subsidized by the rental programs. All rental programs are enriched with optional self-sufficiency programs.

Program Results

The Housing Authority helps low-income families, the elderly and people with disabilities rent decent, safe and sanitary housing. To expand housing options for families, HACSM has implemented a number of rent reform initiatives that broaden the range and widen the geographic area of potential rental units. HACSM expanded the assistance available to homeless veterans and families by increasing the number of vouchers available (from 25 to 75 and from 80 to 100 for time-limited vouchers) from the Department of Housing and Urban Development. Also in 2011, HACSM created two new rental subsidy programs for victims of domestic violence (15 units) and for persons re-entering society after a period of incarceration that are receiving addiction treatment and other supportive services (16 units).

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of households served by rental assistance	4,532	4,600	4,650
Percent of total rental assistance capacity being utilized	98%	98%	98%

Housing Authority (7930P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	46.0	46.0	46.0	46.0	
Funded FTE	46.0	46.0	46.0	46.0	
Total Requirements	65,388,994	72,469,459	75,682,986	74,027,118	(1,655,868)
Total Sources	65,388,994	72,469,459	75,682,986	74,027,118	(1,655,868)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Federal Funding Reductions: (\$600,000)**

Section 8 Administration Fees from U.S. Department of Housing and Urban Development have been reduced.



ENVIRONMENTALLY CONSCIOUS COMMUNITY

OUR NATURAL RESOURCES ARE
PRESERVED THROUGH ENVIRONMENTAL
STEWARDSHIP, REDUCING OUR
CARBON EMISSIONS, AND USING ENERGY,
WATER AND LAND MORE EFFICIENTLY.

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

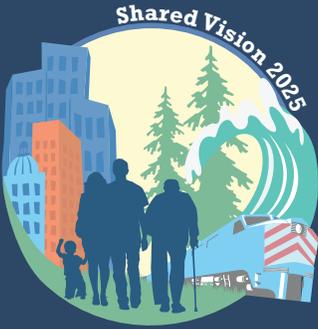
Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



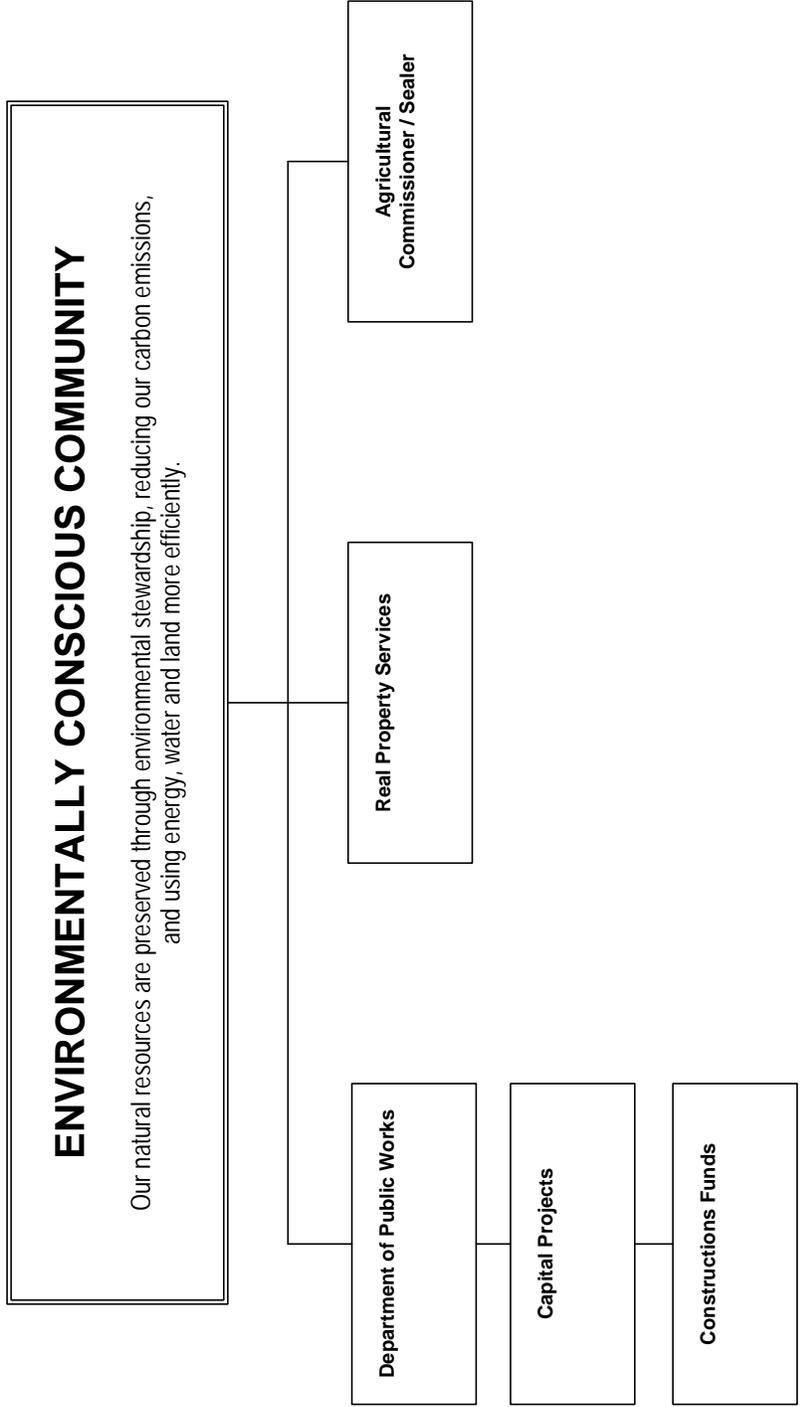
Environmentally Conscious Community

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



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.



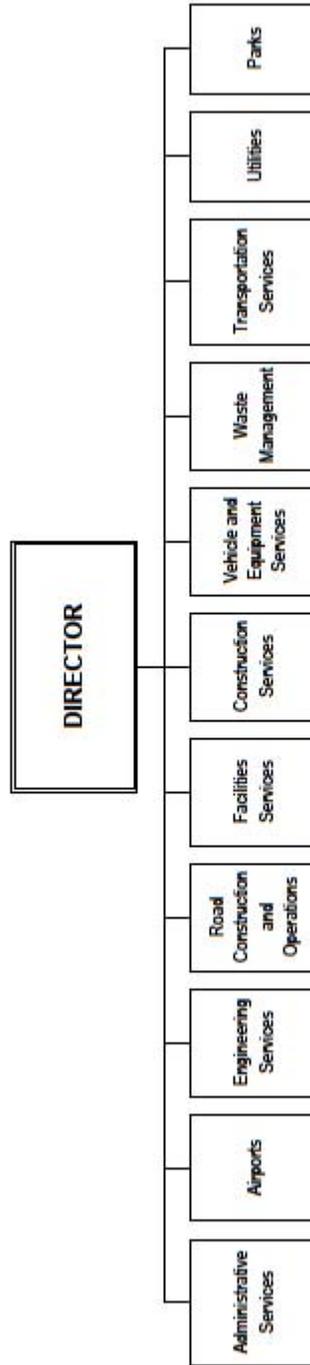
Environmentally Conscious Community FY 2012-13 All Funds Summary

Total Requirements	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
General Fund Budgets					
Parks Division	8,680,316	8,713,573	8,196,439	8,176,460	(19,979)
Administrative Services	5,475,577	5,658,413	7,332,144	6,689,441	(642,703)
Engineering Services	3,419,530	3,256,181	4,991,859	4,809,049	(182,810)
Facilities Services	10,257,219	10,050,957	9,423,734	9,302,738	(120,996)
Vehicle and Equipment Services	203,769	181,160	230,385	230,385	
Utilities	1,919,829	2,693,670	3,422,419	3,716,807	294,388
Real Property Services	3,197,440	3,220,332	3,809,587	3,828,250	18,663
Agricultural Commissioner/Sealer	4,524,870	4,794,412	4,884,507	4,678,848	(205,659)
Total General Fund	37,678,549	38,568,697	42,291,074	41,431,978	(859,096)
Non-General Fund Budgets					
Fish and Game	74,178	76,703	79,203	81,736	2,533
Off-Highway Vehicle License Fees	110,227	80,466	239		(239)
Acquisition, Conservation and Development	6,332,061	4,193,282	5,164,766	3,932,526	(1,232,240)
Coyote Point Marina	1,807,915	2,317,033	3,336,971	3,448,055	111,084
Road Construction and Operations	44,924,731	45,782,087	42,762,120	45,971,450	3,209,330
Construction Services	2,754,835	2,428,482	2,561,550	2,037,558	(523,992)
Vehicle and Equipment Services	11,288,469	11,957,154	13,292,987	14,191,878	898,891
Waste Management	9,567,696	5,668,151	6,516,880	4,827,213	(1,689,667)
AB939 and Garbage Collection	910,467	2,814,861	3,708,415	3,869,315	160,900
Transportation Services	3,301,446	3,727,188	2,597,488	2,780,764	183,276
Utilities	55,233,552	59,012,908	61,407,969	59,655,038	(1,752,931)
Airports	8,077,917	6,017,087	5,197,690	6,551,036	1,353,346
Capital Projects	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683
Accumulated Capital Outlay Fund	5,748	5,814	5,882		(5,882)
Courthouse Construction Fund	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)
Criminal Justice Construction Fund	2,285,508	2,612,810	2,772,846	2,850,811	77,965
Total Non-General Fund	164,227,027	222,495,591	177,896,296	240,226,770	62,330,474
Total Requirements	201,905,575	261,064,288	220,187,370	281,658,748	61,471,378
Total Sources	193,956,145	252,980,868	212,938,440	273,825,456	60,887,016
Net County Cost	7,949,430	8,083,420	7,248,930	7,833,292	584,362

AUTHORIZED POSITIONS

Salary Resolution	410.0	392.0	386.0	375.0	(11.0)
Funded FTE	408.51	389.64	384.47	373.7	(10.71)

DEPARTMENT OF PUBLIC WORKS



Department of Public Works (4500D)

ALL FUNDS

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	7,325,971	7,311,040	6,327,579	6,539,939	212,360
Licenses, Permits and Franchises	4,818,609	3,609,890	3,025,124	3,227,865	202,741
Fines, Forfeitures and Penalties	7,755	5,768	9,000	4,650	(4,350)
Use of Money and Property	3,942,444	4,451,141	3,871,500	3,783,386	(88,114)
Intergovernmental Revenues	31,496,800	19,860,582	21,572,840	26,352,106	4,779,266
Charges for Services	14,759,746	14,764,009	15,690,601	15,399,298	(291,303)
Interfund Revenue	26,517,822	28,336,433	32,584,627	31,492,841	(1,091,786)
Miscellaneous Revenue	2,956,113	1,971,193	988,456	680,200	(308,256)
Other Financing Sources	3,286,465	2,701,611	1,898,987	2,301,272	402,285
Total Revenue	95,111,726	83,011,668	85,968,714	89,781,557	3,812,843
Fund Balance	72,280,468	84,674,677	88,219,255	83,897,128	(4,322,127)
TOTAL SOURCES	167,392,194	167,686,345	174,187,969	173,678,685	(509,284)
REQUIREMENTS					
Salaries and Benefits	39,515,092	41,386,015	44,657,971	43,577,665	(1,080,306)
Services and Supplies	44,157,042	41,730,840	63,200,271	63,019,324	(180,947)
Other Charges	13,670,836	12,148,505	11,500,978	9,993,521	(1,507,457)
Fixed Assets	6,033,095	6,182,898	17,527,103	14,344,314	(3,182,789)
Other Financing Uses	19,107,993	18,462,328	20,107,632	7,596,699	(12,510,933)
Gross Appropriations	122,484,058	119,910,586	156,993,955	138,531,523	(18,462,432)
Intrafund Transfers	(31,425,758)	(33,477,203)	(31,633,392)	(18,952,874)	12,680,518
Net Appropriations	91,058,300	86,433,383	125,360,563	119,578,649	(5,781,914)
Contingencies/Dept Reserves	68,235,130	72,002,958	41,713,307	47,977,176	6,263,869
Non-General Fund Reserves	15,046,303	16,193,014	13,149,388	12,715,624	(433,764)
TOTAL REQUIREMENTS	174,339,734	174,629,355	180,223,258	180,271,449	48,191
NET COUNTY COST	6,947,540	6,943,010	6,035,289	6,592,764	557,475
AUTHORIZED POSITIONS					
Salary Resolution	374.0	358.0	352.0	341.0	(11.0)
Funded FTE	374.1	356.7	351.6	340.9	(10.7)

Department of Public Works (4500D)

Department 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; and Parks to San Mateo County. Services ensure safe, cost effective, accessible and attractive County facilities.

Mandated Services

- Operate and maintain of the San Carlos and Half Moon Bay Airports
- Construct, repair and maintain County roads
- Operate and maintain the County's fleet
- Operate and maintain County facilities
- Manage waste management and recycling programs
- Maintain closed landfills
- Comply with Municipal Region Stormwater National Pollutant Discharge Elimination System Permit requirements
- Comply with water quality standards in the Fitzgerald Marine Reserve Area of Special Biological Significance
- Provide County Engineer map reviewing services to the public
- Provide 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 6 Districts; water system maintenance in La Honda, Pescadero, and Memorial Park

Discretionary Services

- Operate and maintain 17 county parks and the Coyote Point Marina
- Manage the construction of County capital projects
- Provide construction service to county departments and other agencies
- Provide funding for the Pescadero Transfer Station
- Participate in multi-agency efforts that result in regional solutions and cost effective approaches to the needs of the community, including infrastructure improvement projects and resource protection programs
- Operate crossing guard and Safe Routes to School programs
- Provide Traffic Management and Commute Alternatives programs

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Intergovernmental Revenues

- Increase primarily due to an increase in Federal Aviation Agency grants for safety improvements at the San Carlos Airport and changes in the allocation methodology for Highway Users Tax revenues: \$4,779,266

Fund Balance

- Decrease primarily due to a number of capital improvement projects being undertaken in FY 2011-12 in the flood control districts and airports: (\$4,322,127)

Salaries and Benefits

- Decrease primarily due to the elimination of 11 positions, four are filled positions: (\$1,080,306)

Fixed Assets

- Decrease primarily due to completion of a number of capital improvement projects in Colma Creek Flood Control Zone: (\$3,182,789)

Other Financing Uses

- Decrease primarily due to a procedural change in accounting for Debt Service revenue and payments. Currently these transactions are initially recorded in the Facilities Services Program. Effective with FY 2012-13, these will be recorded directly in the Debt Service Fund: (\$12,510,933)

Contingencies/Departmental Reserves

- Increase primarily due to lesser capital improvement and maintenance projects planned in the Road Fund: \$6,263,869

Net County Cost

- Increase is due to a structural budget deficit in the Parks Division: \$557,475

Major Accomplishments in FY 2011-12

In FY 2011-12, the Department provided construction management for many projects including numerous Parks projects. Major public works projects included the multi-year, multi-phased replacement of the Crystal Springs Dam Bridge; a channel repair on Colma Creek; and the Smart Corridors project for the City/County Association of Governments. Construction of a U-shaped concrete channel upstream of Spruce Avenue in the City of South San Francisco to replace the distressed concrete sheet pile walls was also completed. In addition, during various storm events, slip outs were repaired on Skylonda Road, Tunitas Creek Road and Pescadero Road. For Parks, construction was completed at the Quarry Park Playground in El Granada. Improvements include new picnic areas, Americans with Disabilities Act improvements, and new play areas. Finally, the Department conducted its annual strategic planning sessions with all employees to update the Five-Year Strategic Plan.

Changes, Challenges, and How to Measure Success in FY 2012-13

Parks

Parks continues to struggle with reduced funding, increased public demand for services and facilities, aging infrastructure, a backlog of deferred maintenance, increased fire fuel load, vegetation management and habitat restoration needs. Since FY 2008-09 the Program has reduced costs, increased funding and used available resources to expand the volunteer program, enhance relationships with community funding sources including the Parks Foundation, restructure field operations, implement an on-line reservation system, increase fees, improve marketing, and merged with the Department of Public Works to reduce administrative overhead expenses. Despite these efforts, the Program remains underfunded compared to organizations with similar service requirements. Parks is responsible for a growing number of visitors, miles of trails, and total acres within the park system. Lack of adequate funding to safely or properly operate all facilities has led to 18 facility closures, including the Homestead Youth Camp at Memorial Park, the Werder Fishing Pier at Coyote Point Park, and a variety of recreational facilities at Flood Park.

In FY 2012-13, Parks will provide recreational opportunities to over 1,600,000 visitors, manage 15,000 acres of public land, keep 178 miles of trails clear and accessible and continue habitat restoration and endangered species reintroductions efforts. Parks is delivering most services, but at a very low service level with minimal facility closures. However, at current funding levels, Parks will not be able to keep up with fire fuel load reduction efforts, habitat and facility maintenance, interpretation and educational programs, or absorb more acreage or facilities. New revenue will be needed or services will have to be reduced in selected areas.

For example, as part of the Highway 1 Devils Slide Tunnel Bypass project, the County accepted the responsibility to convert the abandoned section of Highway 1 to a non-motorized recreational trail and operate and maintain the facility.

Parks estimates that the start-up costs will be \$1.9 million and the annual operating costs will be \$695,480. Parks has applied for various grants to support some elements of the project. The Department is working on a timeline for the construction of the trail.

Coastside

Parks is being called upon to play a larger role in the Mid-Coast area. This area receives funding through development fees and grants for park and recreation improvements, but no operational funding has been provided for the Division's expanding role. Recent projects include Mirada Surf East, Mirada Surf West, the California Coastal Trail within Mirada Surf, Quarry Park and Quarry Park Playground, and Pillar Point Bluffs with associated trails and facilities. Anticipated additions or improvements in the near future include additional sections of the California Coastal Trail, Green Valley Trail, Fitzgerald Marine Reserve Interpretative Center, Pillar Point contiguous parcel(s), and Mirada Surf/Surfers Beach and Pillar Point Marsh Parking lot restrooms. To meet these needs absent additional revenue, the Department will draw resources from other areas in Parks. This will increase response times and decrease services levels for fire fuel load management, trail management, habitat restoration in other areas of the Parks system.

Facilities

To maintain funding for services to the community, internal service charges have been held flat for the past three years. To cover increasing costs of operation, primarily related to energy consumption, the Facilities budget receives \$1,189,000 in General Fund contributions and has also adjusted service levels. In FY 2012-13, Facilities plans to reduce the General Fund contribution through a variety of initiatives including energy efficiency improvements at the San Mateo Medical Center and temperature adjustments at all county facilities. These projects are expected to provide on-going cost savings. Furthermore, the Department will begin implementing recommendations from the Facilities and the Energy Master plans resulting in optimal use of county facilities. The Division will develop countywide water use/savings strategies and explore funding/rebate opportunities to finance the projects that have a high return on the County's investment.

Construction Services

Construction Services continues to struggle with a decreased demand for service. Since FY 2007-08, the Program has made progress to adapt to fewer requests through staffing and spending reductions, increased marketing to internal and external customers, revamped organizational and business processes and consolidation with the Capital Projects Unit to reduce administrative overhead expenses. Despite receiving a consistent level of service requests from departments and an increase in workload related to capital projects and the Circle Star renovation, the Program still required \$577,000 in General Fund support in FY 2011-12. In FY 2012-13, the Program will transfer staff positions to other vacant positions in the Department in an effort to increase revenue and decrease on-going expenses. The benefit of transferring these positions is that the program will continue to have access to skilled and experienced staff on an as-needed basis. If successful, Construction Services will become a smaller, more flexible work unit that can provide much needed services to the County in a cost-effective way.

Fleet Services

Fiscal Year 2012-13 will be the third consecutive year that fleet rates have not increased. Rising prices for fuel and maintenance supplies are offsetting the savings the Fleet staff achieved through more effective management of the fleet, adjusting the frequency of maintenance and holding positions vacant. In FY 2012-13, Fleet Services will use a \$950,000 SMC Saves grant to solicit proposals to reduce fleet costs, which may include a vehicle reservation system and/or in-car GPS tracking.

Special Districts

The following are planned projects for FY 2012-13:

Project Description	Budgeted Expenses
Crystal Springs Sewer Replacement Projects	\$1,300,000
Devonshire County Sanitation District Sewer Replacement Project	445,000
Emerald Lake Heights Sewer Replacement Project	471,000
Fair Oaks Sewer Replacement Project	1,575,000
San Francisquito Creek Flood Control Project	705,444
Harbor Industrial Sewer Replacement Project	110,000
Kensington Square Sewer Replacement Project	200,000
Oak Knoll Sewer Replacement Project	88,000
Daly City Storm Drain Improvements	1,500,000
Total:	\$6,394,444

Of particular note is the construction of the Crystal Springs County Sanitation District project, which will replace deteriorated sewer pipelines to prevent sanitary sewer overflows, protect water quality of local streams and the environment, and comply with the San Francisco Bay Regional Water Control Board Cease and Desist Order which has been issued to the district.

Other Department Initiatives

- Construct the Fitzgerald Marine Reserve segment of the California Coastal Trail. This project will improve, widen, and bring into ADA compliance an existing pathway at Fitzgerald Marine Reserve that will serve as the Coastal Trail through the Reserve. The project consists of a 60 foot clear span bridge over San Vicente Creek and 1,320 feet of non-asphalt trail.
- Manage the seismic retrofit and tenant improvements to One Circle Star Plaza.

Parks Division (3900B)

Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

Services Provided

Annually, more than 1.6 million people visit the 15 San Mateo County Parks. Visitors come to picnic, camp, use the meeting facilities, tour two historic sites and hike, bike and ride horses on 178 miles of trails. Parks staff and volunteers keep park facilities clean and accessible, restore native habitats and reduce fuel load fire hazards.

Parks staff completed six capital projects last year valued at \$4,475,000. Major projects included the Moss Beach playground, Quarry Park in El Granada, the extension of the coastal trail and the dedication of Pillar Point Bluff at Fitzgerald Marine Reserve.

Parks staff also supports the Parks Commission, the Arts Commission, the San Bruno Mountain Habitat Conservation Plan and provided project management for FishNet4C.

Program Results

Parks staff is supplemented by paid summer interns from disadvantaged communities who gain valuable job experience while helping the Rangers maintain county parks. In addition, it is estimated that in FY 2011-12, volunteers will contribute over 23,000 hours, equivalent to approximately \$334,190, constructing trails, restoring habitats and providing docent and interpretive services.

San Mateo County Parks is committed to sustainable resource use. In FY 2010-11 it is estimated staff recycled more than 500 tons of park waste including glass, plastic, aluminum/metal, paper and cardboard recyclables. Staff also deconstructs and stores building materials for use at a later time. The FY 2011-12 recycling target remains at 500 tons per year, however, Parks will re-examine this number as tons recycled is expected to again exceed the target in the coming years.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of volunteer hours	24,895	23,000	20,000
Tons of park waste recycled	509	500	500

Parks Division (3900B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	52.0	52.0	51.0	46.0	(5.0)
Funded FTE	52.0	51.5	50.1	46.2	(3.9)
Total Requirements	8,680,316	8,713,573	8,196,439	8,176,460	(19,979)
Total Sources	2,085,525	2,418,540	2,524,836	1,947,382	(577,454)
Net County Cost	6,594,791	6,295,033	5,671,603	6,229,078	557,475

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Revenue Reductions: (\$577,454)**

In FY 2011-12, revenue projections were overstated. Revenue projections for FY 2012-13 are revised based on experience to date. The Program received an additional Net County Cost allocation in order to maintain Park operations at current service levels.

2. **Parks-Public Works Merger Transfer of Administrative Services: (\$197,189)**

As part of the consolidation of the Parks and Public Works Departments, the Program will eliminate five filled administrative positions. The Administrative Services Division of Public Works will absorb two displaced employees into vacant positions. Savings were also achieved through reduced ISD service charges and rent costs to the Parks Division.

3. **Coyote Point Marina Administrative Services: (\$110,468)**

The total savings from the merger will be partially offset by a loss of revenue for administrative services from the Coyote Point Marina Enterprise Fund.

4. **Parks Operations and Maintenance: \$86,944**

The remaining savings of \$86,944 which resulted from the Parks-Public Works transfer of administrative services will be used to partially pay for existing Gardener and Park Ranger positions. The remainder of the funding for these positions will come from the reallocation of Extra-help and printing expenses.

Fish and Game (3950P)

Budget Unit Description

Propagate and conserve fish and wildlife habitats

Services Provided

The Fish and Game Fund are funds designated for the propagation and conservation of fish and wildlife habitats and related environmental education programs within the County.

Program Results

Funding for operations for the propagation and conservation of fish and wildlife and environmental education 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 instream migration barrier removal, and related environmental educational programs such as research projects and informational materials. Specifically, in FY 2012-13, the Program will undertake fish migration projects at Pescadero Creek and San Pedro Valley Park. This Program is not funded by the General Fund. There is no Net County Cost.

Fish and Game (3950P)

Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	74,178	76,703	79,203	81,736	2,533
Total Sources	74,178	76,703	79,203	81,736	2,533

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Acquisition, Conservation and Development (3970P)

Budget Unit Description

Ensure that grants or other external funding are sought and obtained for projects and acquisitions

Services Provided

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 revenue has been received from State Park Bonds, the Parks Foundation, State, Federal and local grants, Intrafund Transfers, private and corporate donations to fund capital improvement projects.

Program Results

The Parks Acquisition, Conservation and Development Fund leverages funding to complete various capital projects and park improvement projects and programs which have been identified prior to the beginning of every fiscal year. A listing of capital projects planned for FY 2012-13 can be found in the Capital Projects section of this budget document. Major projects include the replacement of Dock 29 and water distribution system upgrade at Coyote Point Marina, construction of San Vicente Bridge, construction of ramp and coastal trail at Fitzgerald Marine Reserve, trail construction and parking lot improvements at San Bruno Mountain Park, and the construction of vehicle wash down racks at San Pedro Valley Park. These projects and programs are tracked for completion on time and within budget.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of Capital Projects completed	7	6	8
Percent of Capital Projects completed on time and within budget	87%	75%	100%

Acquisition, Conservation and Development (3970P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	6,332,061	4,193,282	5,164,766	3,932,526	(1,232,240)
Total Sources	6,332,061	4,193,282	5,164,766	3,932,526	(1,232,240)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Elimination of One-time Capital Projects: (\$1,222,240)**

Revenue from grants from the Coastal Conservancy, California State Lands Commission, Department of Parks and Recreation and the Metropolitan Transportation Commission and Fixed Asset expenses will decrease as grant funded projects have been completed.

2. **Increase in Reserves: \$695,831**

Reduced spending in operations and in Parks-funded capital projects will increase the Reserves balance. These Reserves will be used for future capital projects once they are identified.

Coyote Point Marina (3980B)

Program Outcome Statement

Safe public access to the San Francisco Bay berth and launching facilities

Services Provided

The Coyote Point Marina Program provides and maintains a safe and fully-utilized recreational facility for the boating public which has operated continuously for 51 years. The Marina offers emergency patrol boat response, environmental protection, security and assistance to Marina users, outside agencies, visitors, special interest groups, employees, and the community. The Marina also provides electrical and water service to berthers, as well as an oil collection station, boat fueling, a boat wash-down area and a three lane launch ramp. The Coyote Point Marina Program completed installation of a new ADA restroom at the launch ramp area to serve boaters and park visitors in July 2011. The Program received an approved loan from the California Department of Boating and Waterways for the replacement of Dock 29. Plans and specifications have now been completed and construction on the dock is set to begin in FY 2012-13. The replacement of this dock will increase the number of usable berths at the Marina, which will increase berth fee revenue in FY 2013-14.

Program Results

The Marina currently contains 515 usable berths accommodating vessels ranging in size from 15 to 40 feet. Although there are sufficient berths for vessels less than 40 feet in length, the replacement of Dock 29 will reconfigure the dock to include ten 60 foot berths, twelve 45 foot berths, and reconfigure six currently unusable berths, increasing the total number of usable berths to 543 and re-establish larger berths at the Marina.

The Program will continue to provide services and respond to issues and emergencies with prompt response and the highest quality of customer service; maintaining a very high overall customer satisfaction rating.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percentage of usable berth space filled	75%	75%	75%
Percent of customer survey respondents rating services good or better	100%	92%	90%

Coyote Point Marina (3980B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	5.0	4.0	4.0	3.0	(1.0)
Funded FTE	5.0	4.3	4.0	3.0	(1.0)
Total Requirements	1,807,915	2,317,033	3,336,971	3,448,055	111,084
Total Sources	1,807,915	2,317,033	3,336,971	3,448,055	111,084

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Parks-Public Works Merger: (\$15,809)**

The program will eliminate one Fiscal Office Specialist position. The function of this position will now be provided by the Administrative Services of Public Works at a reduced cost for a net savings to the Department of \$15,809.

2. **One-time Projects and Equipment Purchases: \$132,000**

Reserves will be used to pay for a pick-up truck and a capital improvement project at the fuel dock.

3. **Increase in Fund Balance: \$105,384**

Additional Fund Balance will be placed in reserves for future one-time purchases and capital projects.

Administrative Services (4510P)

Program Outcome Statement

Provide management, policy setting, fiscal and administrative services

Services Provided

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; employee training; policy and program development; and other administrative services to all department units. The Program supports nearly 360 staff within the Department of Public Works' five divisions. The Program continues to conduct annual strategic planning sessions with all employees to keep the Public Works Strategic Plan current and relevant.

Program Results

The Information Technology unit has made system improvements to reduce energy and materials consumption while continuing to maintain network availability during business hours. The Finance unit continues to work diligently to ensure that all reimbursable work authorizations, whether they are internal (section to section) or external (department to department) are fully reimbursed to the appropriate section by the end of FY 2011-12.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of Time Network is Available During Business Hours	99%	99%	99%
Number and Percent of Reimbursable Work Authorization Expenditures Fully Reimbursed	1,139 / 99%	1,200 / 99%	1,200 / 99%

Administrative Services (4510P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	28.0	28.0	33.0	33.0	
Funded FTE	27.9	27.9	32.9	32.9	(0.0)
Total Requirements	5,475,577	5,658,413	7,332,144	6,689,441	(642,703)
Total Sources	5,237,640	5,571,841	7,332,144	6,689,441	(642,703)
Net County Cost	237,937	86,572			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Revenue from Parks for Administrative Services: (\$611,565)

With the consolidation of Parks and Public Works, the Parks Division will now reimburse Public Works Administration for administration and technology support service. This is for accounting purposes only and has no impact on services or Net County Cost.

Engineering Services (4600P)

Program Outcome Statement

Provide professional and responsive engineering and construction management services

Services Provided

Engineering Services Program provides engineering design, drafting, surveying, inspection and construction management services for Roads, Utilities, Airports, Parks, and Flood Control improvement projects. The Program designs and manages the construction of various types of projects such as road reconstruction, resurfacing, and sealing; drainage, flood control traffic, bike/pedestrian projects and Parks; and provides legally required map review services to the public. The larger projects for FY 2011-12 included construction management to a multi-year, multi-phased project to replace the Crystal Springs Dam Bridge and a channel repair project on Colma Creek. Staff will continue to provide support to C/CAG on the Smart Corridors project, which aims to manage the Intelligent Transportation System and roadway network during major traffic incidents on Highway 101.

A General Fund allocation is used to offset the cost to provide County Engineer services, as the fees for this service are set by law and do not adequately reimburse the Department.

Program Results

Program staff continue to work with stakeholders during the design and construction phase of road improvement projects to maintain an overall customer satisfaction rating of at least good or better for 90% of the road improvement projects. The Program will complete at least 90% of construction projects within budget by providing accurate design estimating and diligent construction inspection.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of survey respondents rating road project improvements good or better	76%	90%	90%
Percent of construction phase projects completed within budget	100%	90%	90%

Engineering Services (4600P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	30.0	25.0	25.0	24.0	(1.0)
Funded FTE	29.5	24.6	24.6	23.8	(0.8)
Total Requirements	3,419,530	3,256,181	4,991,859	4,809,049	(182,810)
Total Sources	3,322,724	3,159,557	4,895,235	4,712,425	(182,810)
Net County Cost	96,806	96,624	96,624	96,624	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget

1. **Revenue Reduction (\$182,810)**

Engineering projects funded by the Road Fund and other districts will decrease by \$714,910 but will be substantially offset by new revenue coming from C/CAG's Smart Corridors Project.

2. **Position Transfer**

One filled Associate Civil Engineer position was transferred to the Utilities program.

Facilities Services (4730P)

Program Outcome Statement

Operate and maintain facility systems in a cost effective and professional manner

Services Provided

Facilities Services maintains county-owned and county-leased buildings. The Program assures that systems and equipment are in good repair and functioning properly. The County inventory includes a wide variety of facility types including special purpose facilities such as jails and hospitals that operate on a 24/7/365 basis. Services include capital project management, structural maintenance and repair, and preventive maintenance and repair of a variety of building systems including, but not limited to, heating, ventilation and air conditioning, plumbing, lighting, elevators, emergency power systems, life safety systems, and pest control. Facilities Services evaluates and implements cost saving measures to keep costs as low as possible, while providing services that support the use of county facilities.

Program Results

In FY 2012-13, the Facilities Division will implement the recommendations of both the Facilities and Energy Master Plans as the opportunities arise to implement efficient use of facilities space, lighting and HVAC equipment upgrades which conserve electricity and gas consumption. While Facility Services continues to receive very good ratings from customers, the major challenge in the upcoming year is maintaining high quality services with fixed funding levels. To maintain staffing and/or service levels, Facilities receives financial stabilization from the General Fund. To begin reducing that need, the Facilities Division will pursue energy efficiency projects and implement tighter controls on building thermostat settings to reduce utility expenses, and focus on preventive maintenance tasks that slow the growth of the backlog of maintenance rather than requested painting and carpentry work, and reduce the frequency grounds keeping services. To generate new revenues, the Facilities Division is also working with the Sheriff's Office to utilize the vacant Children's Receiving Home as a commuter house, and is working with the local courts to provide custodial service at the Hall of Justice.

The Facility Condition Index (FCI) is an industry standard metric which reflects the general condition of a facility. The actual metric is the ratio of the cost to eliminate all current deficiencies in the facility to the cost to replace the entire facility. An FCI of .05 or lower is considered good. The FCI system allows us to prioritize major maintenance efforts to ensure that all county facilities are maintained to the same high standard. It is estimated that 70% of county facilities will continue to have a rating of .05 or better in FY 2012-13.

The number of hours spent on preventive maintenance (PM) is a good indicator of both effective utilization of scarce maintenance resources as well as improved customer satisfaction. A strong PM program will extend the life of building equipment and reduce unscheduled outages, resulting in lower operating costs and fewer disruptions to building occupants.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of square feet with a satisfactory facility condition index	81%	70%	70%
Number of hours spent on preventive maintenance for county facilities			
-Facilities maintenance and operations	11,842	10,000	9,000
-Health and hospital	5,745	5,000	5,000

Facilities Services (4730P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	106.0	102.0	97.0	97.0	
Funded FTE	106.0	101.8	98.4	97.2	(1.2)
Total Requirements	10,257,219	10,050,957	9,423,734	9,302,738	(120,996)
Total Sources	10,118,508	9,466,175	9,036,672	8,915,676	(120,996)
Net County Cost	138,711	584,782	387,062	387,062	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget

1. **Revenue Adjustments: (\$120,996)**

A decrease in Intergovernmental Revenue from the Administrative Office of the Courts for custodial services and the elimination of one-time grant funds from the Department of Energy for energy conservation projects will be partially offset by an anticipated increase in fee for service reimbursements from county departments. Fee for service reimbursements are in addition to the basic services included in department's rental charges, which were held flat for FY 2012-13.

2. **Operational Expenses: (\$20,695)**

Conservative spending will be in place to compensate for the decrease in revenue. To accomplish this, the program will delay the purchase of software, limit employee training programs, and implement energy efficiency projects.

3. **Reduction in Administrative Staff (\$100,301)**

One filled Administrative Assistant I position will be eliminated. Duties of the incumbent will be absorbed by remaining staff.

Road Construction and Operations (4520P)

Program Outcome Statement

Ensure that county maintained roads are safe, accessible and well maintained

Services Provided

The Road Services Program is comprised of three sections: Roads Maintenance, Road Equipment and Vehicle Maintenance, and Road Operations Services. The Road Maintenance section repairs roads, clears debris, repairs slip out areas, trims vegetation to allow clear sight distance along roadways, and prepares the road 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. The Road Operations Services section reviews traffic issues, new development plans for storm water point of discharges and driveway locations, right of way encroachments, traffic/parking requests, and provides customer support for various inquiries regarding rights of way and road maintenance services. In addition to providing these key services, the Program provides emergency response, sidewalk repair, landscaping, construction inspection, road sign management, traffic signal maintenance, vegetation management, and maintains Bicycle Class II and III facilities.

Program Results

The Program tracks travel and response time in an effort to increase the number of hours spent on scheduled work. The Program is in the process of developing software solutions that enables data downloads from in-field locations to increase both reporting accuracy and incident responsiveness, minimizing the need for in-office reporting.

County roads are inspected routinely in order to ascertain the condition of each road within the County maintained system. The condition is then reported in the format of a Pavement Condition Index (PCI) rating, with a rating of 0 representing a pavement section that has completely failed and a rating of 100 representing a pavement section which is deemed to be in perfect condition. It is expected that maintenance and resurfacing projects planned in FY 2012-13 will contribute towards the maintenance of pavement conditions at or above the standardized baseline conditions set by the County.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of hours spent on scheduled work	93%	97%	92%
Percent of road miles, by type, with Pavement Condition Index greater than established baseline:			
-Primary roads	94%	92%	85%
-Secondary roads	80%	78%	80%

Road Construction and Operations (4520P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	79.0	75.0	75.0	74.0	(1.0)
Funded FTE	79.0	75.0	75.0	74.0	(1.0)
Total Requirements	44,924,731	45,782,087	42,762,120	45,971,450	3,209,330
Total Sources	44,924,731	45,782,087	42,762,120	45,971,450	3,209,330

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget

1. **Highway Users Tax Revenue: \$3,286,091**

There is an increase in these tax revenues based on a change in the methodology (the 2011 Transportation Tax Swap) used to allocate the tax to public agencies.

2. **Surface Treatment Projects: (\$2,591,917)**

Expenses related to one-time surface treatment projects will be eliminated as the projects have been completed.

3. **Road Reconstruction Projects: (\$950,000)**

There is a decrease in major capital reconstruction projects as work shifts to resurfacing treatments.

4. **Reserves: \$6,759,969**

Capital improvement and maintenance projects fluctuate year over year, independent of the tax based revenue received by the program. In FY 2012-13 the revenues are out-pacing the planned project expenses and as a result the Reserves will be increased.

5. **Position Reduction: (\$85,121)**

One vacant Utility Worker II position will be eliminated due to a decrease in demand for landscape work.

Construction Services (4740P)

Program Outcome Statement

Provide professional, effective and responsive construction and construction related services

Services Provided

Construction Services (CS) provides construction estimates, installations, and other construction 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. In FY 2010-11, the Program merged with the Public Works Capital Projects Unit to realize greater efficiencies and reduce overhead.

Program Results

The major challenge is maintaining high quality services with current funding levels. In an effort to decrease on-going expenses, the Program will transfer three positions to vacant positions in Facilities but will continue to have access to these skilled and experienced staff on an as-needed basis.

In FY 2010-11, CS completed fixed-price jobs within budget 97% of the time, achieving a customer satisfaction rating of 100% and completed facility improvement projects to maintain the County's facilities at acceptable levels as defined by the County's Facility Condition Improvement system. In FY 2011-12 CS is responsible for construction services to prepare the Circle Star complex for occupation. Customer satisfaction, as evidenced by survey data, is exceedingly positive and reflects the value provided to the County by quick-response crews familiar with county facilities, staff and procedures.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of fixed cost jobs and construction services completed within budget	97%	100%	94%
Percent of customer survey respondents rating services good or better	100%	100%	90%

Construction Services (4740P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	16.0	16.0	16.0	13.0	(3.0)
Funded FTE	17.0	15.8	15.8	13.0	(2.8)
Total Requirements	2,754,835	2,428,482	2,561,550	2,037,558	(523,992)
Total Sources	2,754,835	2,428,482	2,561,550	2,037,558	(523,992)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget

1. **Revenue Reduction: (\$523,992)**

The Program is experiencing a decreased demand for its services. As a result the Program has reduced its revenue projection.

2. **Position Reductions: (\$326,343)**

The Program is eliminating three filled positions to partially compensate for the decrease in revenue and those individuals will be transferred to vacant positions in the Facilities Division.

3. **Services and Supplies Reduction: (\$194,799)**

Conservative spending will be in place to balance the program's budget. Construction materials and supplies spending have been correspondingly reduced to mirror the anticipated reduced demand for service.

Vehicle and Equipment Services (4760P)

Program Outcome Statement

Provide efficient fleet procurement, maintenance, repair, and fuel services

Services Provided

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. Improved fleet management policies and practices are contributing to the County's objective of reducing vehicle related pollutants.

Program Results

The Program has responded to the financial challenges of its customers through negotiated decreases in services. The corresponding decrease in service revenue, combined with three consecutive fiscal years of fixed service rates, and rising operating expenses requires the Program to take one or more of the following steps: decrease the level of services provided to maintain the efficient operation of the fleet, maintain or reclassify existing vacancies, and/or implement a new vehicle reservation system to provide a more efficient use of the County's fleet.

The Program continues to increase the average fuel economy for all vehicles by replacing older economy size passenger vehicles and trucks with hybrids and alternate fuel vehicles. The Program continues to expand maintenance and training to service, maintain, and repair alternate fuel vehicles. The Program staff will continue to work with their respective stakeholders to receive overall customer satisfaction ratings of at least 90%.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Compact and mid-size vehicle fuel economy (miles per gallon)	28.5 MPG	30 MPG	30 MPG
Percent of customers rating services good or better:			
-Motor pool/fleet	99%	90%	90%
-Vehicle and equipment	97%	90%	90%

Vehicle and Equipment Services (4760P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	16.0	16.0	16.0	16.0	
Funded FTE	16.0	16.0	16.0	16.0	
Total Requirements	11,492,238	12,138,314	13,523,372	14,422,263	898,891
Total Sources	11,492,238	12,138,314	13,523,372	14,422,263	898,891

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **SMC Saves Grant: \$950,000**

The Program was awarded this one-time grant to reduce fleet related costs on an ongoing basis. Cost savings include fleet vehicle GPS, an improved reservation system, and fleet provision alternatives.

Waste Management (4820P)

Program Outcome Statement

Implements environmental programs throughout the unincorporated portions of San Mateo County

Services Provided

Waste Management provides oversight and funding 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 for the unincorporated areas. In addition, through grant funding, the Program manages the county wide San Mateo County Energy Watch program.

The Waste Management Program provides solid waste planning disposal, inspections, reporting and monitoring activities in the unincorporated areas of the County that are not currently funded from other sources. Funding for this program prior to December 31, 2009 was through an agreement with the landfill operator which was based on a fee collected on all material disposed of at Ox Mountain Landfill. Since that agreement's expiration, the County enacted an AB 939 fee, which can only be used for specific activities associated with diversion. As a result, the mandated programs within Waste Management are funded through the remaining Fund Balance of the Solid Waste fund which is \$2,576,516. The San Mateo Energy Watch program is a grant-funded program to promote energy conservation, education and resources for non-profits and governments facilities, which is supported by staff in the Waste Management Program.

Program Results

AB 939 requires the unincorporated areas of the County to divert solid waste from going to the landfill. To determine if the County is in fact meeting the AB 939 mandated diversion goals, program staff tracks the solid waste tons being diverted at the transfer station. The data collected is then reported to Cal Recycle. The Program also provides funding to support the Pescadero Transfer Station for residents and businesses in the south coast area to have an additional disposal option for safely handling their solid waste within their community.

The County is responsible for monitoring and maintaining the three closed landfill sites. Routine quarterly inspections ensure that the sites are properly monitored and maintained in accordance with the requirements of the State for the following issues: drainage and erosion problems, illegal dumping, improper settlement, and overall vegetation control/fire prevention.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Tons of solid waste materials disposed at the Pescadero Transfer Station ⁽¹⁾	- - -	434 Tons	424 Tons
Number of routine quarterly inspections conducted at the three county closed landfills ⁽¹⁾	- - -	14	12

(1) This is a new measure for FY 2011-12

Waste Management (4820P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	9.0	9.0	9.0	9.0	
Funded FTE	8.8	8.8	8.9	8.9	
Total Requirements	9,567,696	5,668,151	6,516,880	4,827,213	(1,689,667)
Total Sources	9,567,696	5,668,151	6,516,880	4,827,213	(1,689,667)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Reduced AB 939 Program Activities: (\$851,599)**

The Program has developed a reduced level of activities based on two vacant positions and the elimination of the Green Building program and the suspension of the Green Business program. Furthermore, there is a reduction in AB 939 related program expense because these charges will be directly billed to the AB 939 and Solid Waste Diversion Program (4825P).

2. **Implementation of the Commercial Recycling Mandate (AB 341): \$244,346**

There is an increase in appropriations to expand recycling efforts and education for every multi-family dwelling and business and ensure that the County is recycling at least 75% of the waste that it generates by 2020.

3. **Reductions to Reserves: (\$1,962,264)**

There is a decrease in the Solid Waste Fund Reserve as the fund no longer receives revenue and must use these monies to support existing landfill programs, NPDES permit and program expenses.

AB939 and Garbage Collection (4825P)

Program Outcome Statement

Provide programs to support waste diversion from landfills

Services Provided

Divert the amount of waste going to landfills through programs that emphasize source reduction, reuse of materials instead of disposing of them, recycling materials that can be re-engineered into other products, encouraging composting, and achieving and maintaining compliance with *The California Integrated Waste Management Act (AB 939)* and California's Mandatory Commercial Recycling Law (*AB 341*). The Program provides funding for countywide outreach and program support for AB 939 eligible resource conservation and recycling programs. Staff services are provided by Waste Management staff (4820P) and are reimbursed by this program.

Waste diversion is increased through education, programs, and outreach in San Mateo County. In FY 2010-11 the program provided: 76 composting workshops to more than 700 residents, 55 educational presentations to 4,500 school children, services through the Recycleworks website which had 608,000 visitors, and provided information to 3,000 callers, and participated in Bay Area Recycling Outreach coalition efforts, all of which contributed to the solid waste diversion from landfills.

Program Results

Resource conservation and recycling staff work to increase the diversion rate in San Mateo County to achieve the goals and mandates of the Countywide Integrated Waste Management Plan consistent with AB 939 and AB 341. The County launched the new "CartSmart" collection program in two unincorporated areas in January 2011, serving 9,000 households and businesses. As a result, the "CartSmart" collection program showed increases in rate of diversion from the landfill through the implementation of single stream recycling and food waste collection. This increased diversion resulted in lower tons disposed in FY 2011-12. Starting in FY 2012-13, the anticipated increase in the construction and demolition and out-of-county waste disposed at the landfill will mitigate these program successes. "CartSmart" is one of many programs implemented to reduce waste and conserve natural resources.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Pounds of solid waste disposed from landfills per day			
-Per Person	3.4	3.2	3.6
-Per Employer	10.1	10.7	12
Number of programs / projects implemented in the unincorporated areas of the county that reduce waste or conserve natural resources	32	24	30

AB939 and Garbage Collection (4825P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	910,467	2,814,861	3,708,415	3,869,315	160,900
Total Sources	910,467	2,814,861	3,708,415	3,869,315	160,900

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Increase in AB 939 Franchise Fees: \$145,900**

Due to an increase in the construction and demolition and out-of-county waste disposed at the landfill, there is a slight increase in waste disposal at Ox Mountain which results in higher fees paid to the County by the landfill operator. The overall anticipated increase in garbage collection will also result in higher diversion from the landfill.

2. **AB 939 Program Expenses: \$61,002**

There is a slight increase in program expenses related to educational material and workshop expenses.

3. **Increase in Reserves: \$99,898**

Additional AB 939 fees not needed in FY 2012-13 for operations, will be set-aside in Reserves.

Transportation Services (4830P)

Program Outcome Statement

Promote commute alternatives to county employees to reduce environmental impact

Services Provided

The Commute Alternatives Program (CAP) encourages County employees to take alternate methods of commuting from home to work to reduce traffic congestion and improve air quality. The Program manages mass-transit, carpool, walk, bike, vanpool, shuttle and bike share programs and will continue outreach efforts to capture more eligible participants.

Program Results

CAP has 1,448 participants or 27% of the County's 5332 person workforce. The public transit program numbers have increased. CAP currently offers (up to) \$75/month toward an employee's public transit fare cost. However, taking public transit has still left many public transit riders frustrated with the increased transit fare prices and difficulty for some to find connections and schedules that allow them to get to work in a timely manner. The vanpool program numbers continue to be challenging, as it is difficult to get and keep vanpools groups of 7 – 15 people together who live and work the same hours in the same general location. The carpool program numbers have remained steady. The CAP Program offers county employees the ability to ride match with the public or county employees. The bike/walk program numbers has continued to increase. The increase in bike lockers, along with the increase of bike safety workshops has helped increase the number of employees willing to bike to work or bike to and from public transit to work.

The Program staff will continue to survey participants about service delivery. In an effort to maintain an overall customer satisfaction rating of 90% or better, staff will continue to incorporate participant suggestions into the program.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Average monthly number of County employees served in the Commute Alternatives Program	1,476	1,448	1,300
Vanpool	10	11	10
Transit Tickets	1,127	1,123	940
Carpool	300	272	300
Bike/Walk	39	4	50
Percent of CAP Participants who Reported a Positive Effect on Their Lives and Well-Being	93%	90%	91%

Transportation Services (4830P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	8.0	6.0	1.0	1.0	
Funded FTE	8.0	6.0	1.0	1.0	
Total Requirements	3,301,446	3,727,188	2,597,488	2,780,764	183,276
Total Sources	3,301,446	3,727,188	2,597,488	2,780,764	183,276

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Increase in Measure A Tax Revenue: \$183,276**

Measure A revenues have increased due to improved economic activity in the County as well as a higher allocation of Measure A tax revenue to local agencies for congestion relief purposes.

Utilities (4840B)

Program Outcome Statement

Promote commute alternatives to County employees to reduce environmental impact

Services Provided

The Utility Program provides water quality services including flood protection and drainage facilities. The Program also manages Sewer and Sanitation Districts, Landscape Maintenance Districts, Lighting Districts, Drainage Districts, and four (4) County Service Areas, which provide residents and businesses in these communities with adequate and reliable supplies of high quality water and/or fire protection, street lighting, and garbage and recycling collection services. The Utilities Program further assists the Department with compliance of requirements by federal, state and local regulatory agencies, obtain required regulatory permits for department projects, and to implement natural resource conservation practices. The Program provides funding for other agencies projects using cable TV and flood control zone contributions. Lastly, the Program has a negative Net County Cost of \$120,000 as a result of excess cable television franchise agreement revenues, which offset Net County Cost in other department programs.

Program Results

The Program provides San Mateo County residents and customers with the highest quality of customer service and prompt emergency response. The Program maintains a customer satisfaction rating of no less than 90%.

The Program tracks scheduled and unscheduled sewer and flood control maintenance work using a computerized maintenance management system and cost accounting system software. It is expected that by filling vacant positions for the sewer crew, implementing standardized processes and procedures for preventative maintenance activities, performing periodic inspections of program facilities, and identifying and completing repairs in a timely manner, the Program will maintain the integrity of the sanitary sewer and flood control infrastructures, protect the environment, and reduce the unscheduled work required to respond to emergency situations.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number and percent of customers rating services as good or better	100%	100%	100%
Percent of time spent on scheduled vs. unscheduled work:			
-Scheduled sewer work	91%	90%	75%
-Unscheduled sewer work	9%	10%	25%
-Scheduled flood control work	94%	100%	100%
-Unscheduled flood control work	6%	0%	0%

Utilities (4840B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	16.0	16.0	16.0	16.0	
Funded FTE	16.0	15.9	15.9	16.0	
Total Requirements	57,153,381	61,706,579	64,830,388	63,371,845	(1,458,543)
Total Sources	57,274,086	61,826,579	64,950,388	63,491,845	(1,458,543)
Net County Cost	(120,705)	(120,000)	(120,000)	(120,000)	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Project Reimbursements: \$392,063**

There is an increase in contributions from other funds for permitting, landfill closure permitting, required wetland mitigation work, and sewer system operations and maintenance.

2. **Completion of Capital Projects: (\$3,047,618)**

The Program has completed a number of capital improvement projects in the Colma Creek flood control zone which results in a decrease in appropriations for capital projects in FY 2012-13.

3. **Sewer Maintenance Projects: \$442,164**

There is an increase in expenses related to Sewer District maintenance projects and flood control zone habitat restoration projects.

4. **Reserves: \$1,053,877**

Reserves will increase as one-time flood control projects are completed.

Airports (4850P)

Program Outcome Statement

Ensure the safe operation and maintenance of county operated Airports

Services Provided

The Airports Program operates and maintains the San Carlos and Half Moon Bay Airports in compliance with Airport Noise Abatement Procedures. The Program provides airport users, tenants, pilots, visitors, outside agencies, employees and the community with the highest level of airport services in a safe, responsive, economical and cooperative manner. Airport staff maintain over 500 acres of airport facilities, infrastructure and equipment; manage over 600 lease agreements and business contracts; perform design and environmental studies to prepare for the construction of future Federal Aviation Agency, grant funded safety, security and infrastructure improvements at both San Carlos and Half Moon Bay Airports. Airport staff oversee construction of airport-funded improvements to airport hangars, buildings and infrastructure and ensure compliance with federal, state and local rules, regulations, policies and safety practices. Staff also implement and monitor security procedures and administer the airport noise abatement program.

Program Results

Airports continue to achieve a 99% compliance rate with airport noise abatement. This 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 effect the cost of flying, the Airports continue to maintain a high level of occupancy in both county-owned hangars and office space. Aviation businesses continue to express strong interest in beginning or expanding operations at the County's Airports. In 2008, Airports received a \$4 million loan from the California Department of Transportation to construct 29 new aircraft T-shade canopies and 41 new standard and executive-size aircraft hangars. The construction included a number of energy efficient and green building features, such as lighting timer switches; translucent panels to reduce the need for lighting during the day; and structure preparation to support future installation of solar panel systems. Repayment of the loan is made from the rental revenue generated by these new facilities.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of aircraft observed operating in compliance with airport noise abatement procedures	99%	99%	99%
Percent of rented hangars, T-shades / airport offices and concession areas			
- Hangars and T-shades	96%	90%	90%
- Airport offices and concession areas	85%	80%	80%

Airports (4850P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	9.0	9.0	9.0	9.0	
Funded FTE	9.0	9.0	9.0	9.0	
Total Requirements	8,077,917	6,017,087	5,197,690	6,551,036	1,353,346
Total Sources	8,077,917	6,017,087	5,197,690	6,551,036	1,353,346

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Federal Aviation Agency (FAA) Grant Funded Capital Improvement Projects: \$2,561,412**

This increase represents the expected amount of FAA grants for FY 2012-13. The bulk of the increase is for an FAA Airport Improvement Program Grant for safety improvements at the San Carlos Airport such as a runway safety area study and relocation of a fuel tank.

2. **Reduction in One-time Capital Projects: (\$1,057,518)**

Fund Balance will be reduced as one-time capital projects at both San Carlos Airport and Half Moon Bay airport have been completed.

3. **Debt Service Payment: (\$970,898)**

Reserves will be decreased to make an additional principal payment to reduce long-term debt and associated interest from the 2008 Department of Transportation loan.

4. **Revenue from Lease of Property: (\$146,748)**

The reduction in revenue reflects new reduced fair market lease rates expected to go into effect with new leases on July 1, 2012. In many cases, these reductions are significant as airport tenants were paying rates in leases negotiated in 2007 before the financial crisis.

5. **Airport Operational Expenses: (\$187,004)**

This reduction represents planned cost savings that the Airport will achieve in part by renegotiating and/or exploring new agreements with vendors.

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Capital Projects (8500B)
Capital Project Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	16,939	21,619			
Intergovernmental Revenues	856,224	1,190,057			
Charges for Services	3,376	2,485			
Miscellaneous Revenue	25,721	11,688			
Other Financing Sources	9,829,874	67,188,724	23,397,303	85,121,986	61,724,683
Total Revenue	10,732,135	68,414,573	23,397,303	85,121,986	61,724,683
Fund Balance	1,904,458	2,343,063	2,626,315	2,626,315	
TOTAL SOURCES	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683
REQUIREMENTS					
Services and Supplies		2,222,010	372,990	30,000	(342,990)
Other Charges		155,407	762,851	762,851	
Fixed Assets	10,293,530	65,753,904	23,454,125	86,215,980	62,761,855
Net Appropriations	10,293,530	68,131,321	24,589,966	87,008,831	62,418,865
Contingencies/Dept Reserves	2,343,063	2,626,315	1,433,652	739,470	(694,182)
TOTAL REQUIREMENTS	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683

Capital Projects (8500D)

Program Outcome Statement

Improve the condition of the County's facilities and infrastructure

Services Provided

The Capital Projects budget includes one-time outlay of funds for construction, structural improvements, and non-structural renovations to county-owned facilities. Large scale projects may extend over several fiscal years. The Capital Projects program reflects only the County's financial commitment for FY 2012-13. 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 Capital Projects budget were reviewed by an evaluation team comprised of representatives from the Department of Public Works, the County Manager's Office, and customer departments.

Program Results

Significant projects completed in FY 2011-12 include the Coastside Clinic in Half Moon Bay, the Hall of Justice Boiler and Economizer Replacement Project and the Energy Efficiency Conservation Block grant projects. The first floor of the newly renovated Coastside Clinic is 9,400 square feet of space compared to the former clinic on the second floor which was only 1,800 square feet. Before renovation, the County clinic had only four rooms with a rotating schedule of services. Now, there are ten rooms with plans for expanded services allowing the clinic to have multiple services to be offered at the same time. The Hall of Justice Boiler and Economizer Replacement Project consisted of upgrading three boiler units and all of the economizers with more energy efficient models, and replacing the water heating system in the building. The result of completing this project is a significant decrease in energy and maintenance costs to operate the Hall of Justice. The 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. Staff estimates that a total of \$9.5 million in projects will be completed by June 30, 2012.

For FY 2012-13, the Capital Projects budget contains 206 total projects including 47 new projects, representing a total cost of \$87 million. The total budget includes \$27.8 million in reappropriated capital projects from the prior fiscal year, \$44.2 million for the new jail, which includes \$35.9 million in bond financing, and \$15 million for new projects. The Circle Star tenant improvements and seismic upgrade (\$9.7 million) are included in the reappropriated projects. The new projects include Alpine Trail (\$2 million), Devil's Slide (\$2 million), Seal Cove paving (\$400,000), and the San Mateo Medical Center ground floor remodel to add long-term care beds (\$2.1 million). Total spending from the General Fund is \$41.9 million. The Capital Projects Summary FY 2012-13 table on the following pages provides a detail list of all funded projects.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Total capital projects expenditures ⁽¹⁾	\$70,757,636	\$9,500,000	\$55,000,000
Percent of County facilities with a satisfactory facility condition index rating ⁽²⁾	81%	70%	70%

(1) Actual expenditures for FY 2010-11 include the \$40 million purchase of the two Circle Star buildings and \$17.9 million purchase of the Woodhouse jail replacement property. Target expenditures for FY 2012-13 include the \$44,184,630 for the jail replacement costs through June 2013.

(2) The reduction in the percent of County facilities with a satisfactory facility condition index rating from FY 2010-11 to FY 2011-12 was caused by the purchase of Circle Star which increased the amount of square footage maintained by the County.

Capital Projects (8500D) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683
Total Sources	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Reappropriation of Existing Capital Improvement Projects: \$27,775,622

The capital projects budget includes \$27,775,622 for the reappropriation of capital projects from the prior year that need to be carried over to FY 2012-13.

2. New Funding for Capital Improvement Projects: \$59,233,209

The total capital projects budget includes \$44,642,884 in new funding that is needed for existing capital projects and \$14,590,325 for new projects. The jail replacement (\$44.2 million) and the Circle Star tenant improvements (\$9.7 million) are included as existing projects. The Alpine Trail (\$2 million) and Devil's Slide improvements (\$2 million), Seal Cove paving (\$400,000), and the San Mateo Medical Center ground floor remodel (\$2.1 million) are included as new projects.

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
HEALTH PROJECTS			
Burlingame Long Term Care Repair Windows	60,000		60,000
Cordilleras Repair Concrete Patio		12,000	12,000
Cordilleras Repair Concrete Walkway		22,000	22,000
Cordilleras Repair Patio Railing		33,000	33,000
Cordilleras Replace Flooring And Auditorium Steam Traps	104,043		104,043
Cordilleras Replace Loading Dock Ramp		42,000	42,000
Cordilleras Widen Driveway Approach at Drive Circle		44,300	44,300
Health Administration Convert Mechanical System	113,420	146,041	259,460
Health Administration Replace Deteriorated Wallpaper	5,390		5,390
Health Administration Replace Sheet Vinyl Floor Covering	13,070		13,070
Health Administration Replace Vacuum Pump Control	2,152		2,152
Replace Kitchen at Our Common Ground		125,000	125,000
San Mateo Medical Center Renovate Morgue	193,687		193,687
San Mateo Medical Center Seal Fire Penetrations	8,684		8,684
San Mateo Medical Center Skilled Nursing Conversion Project	13,152		13,152
Subtotal Health Services Projects - County General Fund	513,598	424,341	937,938
Mike Nevin Clinic Repair Window Leaks and Paint Exterior	40,654		40,654
San Mateo Medical Center Co-generation Plant		2,500,000	2,500,000
San Mateo Medical Center Ground Floor Remodel		1,800,000	1,800,000
San Mateo Medical Center Parking Expansion		400,000	400,000
San Mateo Medical Center Repair Fire/Smoke Damper System		80,000	80,000
San Mateo Medical Center Replace Combination Dew Point/CO Sensor		50,000	50,000
San Mateo Medical Center Replace Heat Exchangers on low capacity boilers		400,000	400,000
San Mateo Medical Center Replace High Pressure Steam Boiler	186,523		186,523
San Mateo Medical Center Reseal Clinic Building Window	375,357	327,151	702,507
San Mateo Medical Center Retrofit Water Tank		100,000	100,000

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
Subtotal Medical Center Projects - County General Fund	602,533	5,657,151	6,259,684
Mike Nevin Repair Parking Structure Deficiency		150,000	150,000
San Mateo Medical Center Computer Aided Design Schematic Drawings	25,028		25,028
San Mateo Medical Center Extend Heating Hot Water System	37,593		37,593
San Mateo Medical Center Replace High Pressure Steam Boiler	11,585		11,585
Subtotal Health Services Projects - Facility Surcharge	74,206	150,000	224,206
Coastside Remodel Medical Facility	465,617		465,617
San Mateo Medical Center Clinical Lab Reception Remodel	54,343		54,343
San Mateo Medical Center Dental Mobile Unit Station	3,879		3,879
San Mateo Medical Center Ground Floor Remodel		350,000	350,000
San Mateo Medical Center Parking Expansion		50,000	50,000
San Mateo Medical Center Remodel Emergency Room Triage	1,979		1,979
Subtotal Health Services Projects - Other	525,819	400,000	925,819
Mike Nevin Clinic Facility Cleanup	35		35
Subtotal Health Services Projects- Department General Fund	35		35
San Mateo Medical Center Emergency Room Triage Remodel	173,033		173,033
Subtotal Health Services Projects- Federal Funds	173,033		173,033
TOTAL HEALTH PROJECTS	1,889,223	6,631,491	8,520,715
CRIMINAL JUSTICE PROJECTS			
Administrative Offices of Courts Replace /Courts Replace Compressor & Cooling Tower	25,899		25,899
Camp Glenwood Improvement Project	84,683		84,683
Communications Dispatch Center Replace HVAC	17,563		17,563
Countywide Upgrade Radio Sites	81,493		81,493
Coyote Point Replace Indoor 50 Foot Firing Range	95,274		95,274
Hall of Justice Replace Wall Paper In Rooms	17,071		17,071
Maguire Correctional Facility Maintain Co-Generation System	56,827		56,827
Maguire Correctional Facility Prepare And Paint Exterior Wall	17,432		17,432

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
Maguire Correctional Facility Replace Fire Alarm	178,949		178,949
Maguire Correctional Facility Replace Roof Elevator in 4th Floor Mechanical Room	20,055		20,055
Maguire Correctional Facility Replace Water Boiler & Storage Tanks	3,506		3,506
Maguire Correctional Facility Upgrade Additional Cameras and Equipment	35,960		35,960
Maguire Correctional Facility West Reconfigure Interlock System	1,650	138,000	139,650
New Women's Jail Request For Proposal for Master Architect	109		109
Northern and Central Courts Seismic Upgrades	7,019		7,019
San Mateo Medical Center Renovate Morgue	420,646	175,000	595,646
Youth Services Center Maintain Co-Generation System	60,097		60,097
Subtotal Criminal Justice Projects - County General Fund	1,124,232	313,000	1,437,232
Jail Replacement Project	2,368,254	41,816,376	44,184,630
Old Hillcrest Facility Deconstruction	50		50
Youth Services Center / Justice Center Plan	24,138		24,138
Youth Services Center Group Home	1		1
Youth Services Center Loop Road Security	71,657		71,657
Youth Services Center Modify Berm	171		171
Subtotal Criminal Justice - Bond Proceeds	2,464,271	41,816,376	44,280,647
Camp Glenwood Improvement Project	936,768		936,768
Hall of Justice Replace Cooling Tower & Vinyl Flooring		44,000	44,000
Maguire Correctional Facility Replace Life Safety Air Tanks	137,034		137,034
South San Francisco Probation Repair Ventilation and Cooling	7,381		7,381
Subtotal Criminal Justice Projects - Facility Surcharge	1,081,183	44,000	1,125,183
TOTAL CRIMINAL JUSTICE PROJECTS	4,669,687	42,173,376	46,843,063
PARKS AND MARINA PROJECTS			
Coyote Point Dock 29 Plans and Specifications	2		2
Coyote Point Marina Replace Dock 29	1,823,170		1,823,170
Subtotal Parks and Marina Projects - Coyote Point	1,823,172		1,823,172

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
Coyote Point Park Water Distribution System	269,970		269,970
Crystal Springs Construct Trail South of Dam to Highway 35	340,170		340,170
Edgewood Park Build Interpretive Center	40,155		40,155
Fitzgerald Marine Reserve Reconstruct Parking Lot	431,425		431,425
Fitzgerald Marine Reserve Reconstruct San Vicente Bridge, Ramp and Coastal Trail	753,000		753,000
Mirada Surf Install Restroom and Install Coastal Trail	111,042		111,042
Pigeon Point Construct Guard Rail	80,722		80,722
San Bruno Mountain Park Rehabilitate Crocker Entrance	184,500		184,500
San Bruno Mountain Plan and Construct Ridge to Bay Trail	367,029		367,029
San Bruno Mountain Repave Parking Lot	175,000		175,000
San Pedro Valley Park Construct Vehicle Wash Down Racks	194,167		194,167
Subtotal - Parks Acquisition Fund	2,947,179		2,947,179
Alpine Trail Slide Repairs		300,000	300,000
Subtotal Other County Projects- Department General Fund		300,000	300,000
Alpine Trail Improve Bike/Pedestrian Trail		1,400,000	1,400,000
Alpine Trail Slide Repairs		300,000	300,000
Devil's Slide Construct Trail		1,991,525	1,991,525
Memorial Park Repair Utility Bridge		40,000	40,000
Subtotal Parks and Marina Projects- County General Fund		3,731,525	3,731,525
Huddart Park Repair Septic Vaults		111,000	111,000
Huddart Park Restroom Building ADA Improvements		100,000	100,000
Memorial Park Fuel Storage Project		10,000	10,000
Parks Vegetation Management Fuel Load Reduction		35,000	35,000
Sign Shop Upgrade		70,000	70,000
Subtotal Parks/Marina Projects- Facility Surcharge		326,000	326,000
TOTAL PARKS AND MARINA PROJECTS	4,770,351	4,357,525	9,127,876
OTHER COUNTY PROJECTS			

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
ADA Board of Supervisors Chambers Upgrade	21		21
ADA Countywide Project Administration	21,401	3,599	25,000
ADA Health Administration 37th Ave Install Drinking Fountains	59		59
ADA Improve South San Francisco Probation Parking Lot	103		103
ADA Ramp Reconstruction at Our Common Ground	34,417	2,890	37,307
ADA Replace Access Ramps at Day Top	2,128		2,128
ADA Requirements Countywide Transition Plan	147,549	77,451	225,000
ADA San Mateo Expo Center Install Drinking Fountains	703		703
Alameda Replace Data Center Cooling Tower	2,884		2,884
Board of Supervisors Chambers Electrical Upgrade	294		294
California Department of Fire Repair Belmont Station 17	80,040		80,040
California Department of Fire Repair Skylonda Apparatus Deficiencies	3,071		3,071
Camp Glenwood Upgrade Solar Thermal System	983		983
Capital Project Development	40,255	109,745	150,000
Central Library Roof Repair	11,800		11,800
Child Care Replace Roof	3,599		3,599
Circle Star Campus Space Planning and Improvements	9,720,489		9,720,489
Clinics TB Negative Pressure Isolation Monitoring	10,000		10,000
Cordilleras/Canyon Oaks Repair Leaking Water Pipe	8,304		8,304
County Energy Projects	21,013		21,013
County Facility Master Plan Phase Two	53,744		53,744
County Government Center Clean And Seal Concrete Pavement Parking Structure	55,848		55,848
County Government Center Install Parking Meters at Parking Structure	127		127
County Government Center Install Parking Structure Fire Pump/Generator	37,178		37,178
County Government Center Install Solar Panels on Top of Parking Structure	16,274		16,274
County Government Center Replace Floor Care Equipment	10,000		10,000
County Government Center Replace Forklift	30,000		30,000

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
County Government Center Retrofit Lighting at Parking Structure	597		597
County Government Center Seal Roadway at Parking Structure	4,867		4,867
County Office Building One Conduct Structural Analysis	2,444		2,444
County Office Building One Prepare And Paint Interior	10,200		10,200
County Office Building One Replace Data Center Air Conditioning Units		72,500	72,500
County Office Building One Replace Cooling Tower serving A/C 1		82,500	82,500
Countywide Replace All Motor Cog Belts >10Hp	80		80
Crime Lab Implement Retro-commissioning Recommendations	50,248		50,248
Crime Lab Implement Retro-commissioning Recommendations - EECBG	159,563		159,563
East Palo Alto Building Clean HVAC Ductwork	53,766		53,766
East Palo Alto Building Prepare and Paint Exterior of Building	3,126		3,126
East Palo Alto Building Replace Generator	33,060	10,000	43,060
East Palo Alto Building Replace Roofing Coping	5,343		5,343
East Palo Alto Building Replace Window Gaskets	2,581		2,581
East Palo Alto Building Test and Balance HVAC System	75,827		75,827
East Palo Alto Security PA Improvements	40,000		40,000
El Cerrito Trunk Sewer Repair Relief Line	51,180		51,180
Elections Building Add New Restrooms	8,298		8,298
Elections Building Seal Asphalt Pavement	28		28
Emergent Special Jobs	16,176	233,824	250,000
Graffiti Abatement Program	10,481	30,000	40,481
Hall of Justice Replace Boiler	257,103		257,103
Hall of Justice Replace Boiler - EECBG	20,000		20,000
Hall of Justice Replace Economizers	630		630
Hall of Justice Upgrade Direct Digital Control System	1,349,275		1,349,275
Health Administration Install Wall/Floor Mounted Water Closets	2,229		2,229
Health and Hospital Clinic Install Elevator Oil Cooler	17,250		17,250
Human Services 2500 Middlefield Paint Exterior	43,421		43,421

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
Integrated Workplace Management System Purchase Software	20,196	40,000	60,196
La Honda Sheriff's Honor Camp Demolish Fire House	3,363		3,363
Law Library Replace Modified Bituminous Roofing	1,122		1,122
Maguire Correctional Facility Analyze and Upgrade HVAC Cooling System	697,456		697,456
Maguire Correctional Facility Prepare And Paint Interior Walls	17,915		17,915
Maguire Correctional Facility Prepare And Paint Lobby And Hall	37,296		37,296
Maguire Correctional Facility Repair And Replace Shower Pans	5,823		5,823
Maguire Correctional Facility Replace ATS Transfer	15,611		15,611
Maguire Correctional Facility Replace Carpet Flooring	66,695	120,000	186,695
Maguire Correctional Facility Replace Faucets & Manual Flush Valves	76,020		76,020
Maguire Correctional Facility Replace Fire Alarm	393,066		393,066
Moss Beach Install Generator Load Bank	1,819		1,819
New Jail Project Management - Department of Public Works	60,060		60,060
Northern Courts /Administrative Offices of Courts Install Building Fire Alarm	23,337		23,337
Northern Courts Replace Boilers	25,899		25,899
Nursing Wing Breaker Trip Unit Replacement	6,850		6,850
San Carlos Airport Levees Complete Environmental Review	147,797		147,797
San Mateo Medical Center Clinic Analyze and Upgrade HVAC Cooling System	724,228	337,807	1,062,035
San Mateo Medical Center Clinic Rebuild Dishwasher	6,550		6,550
San Mateo Medical Center Clinic Replace Lobby Linoleum Flooring	0		0
San Mateo Medical Center Clinic Upgrade Fire Alarm to Network Control Center	26,518		26,518
San Mateo Medical Center Dental Mobile Unit Station	1,098		1,098
San Mateo Medical Center Repair Chiller #3 Leak	10,000		10,000
San Mateo Medical Center Repair Steam Condensate Pipe	24,420		24,420
San Mateo Medical Center Replace Medical Vacuum Pump #2	846		846
San Mateo Medical Center Replace Steam Condensate Pipe	22,000		22,000
Seal Cove Paving		400,000	400,000
South San Francisco Probation Install Smoke Detectors	32,995		32,995

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
Women's Correctional Facility Repair Sewer Line in Showers	42		42
Women's Correctional Redundant & Back Up Heating Boiler	40,658		40,658
Work Furlough Replace Conduit	1		1
Work Furlough Replace Restroom Exhaust Fans	9,771		9,771
Youth Services Center Replace Uninterrupted Power Supply	4,085		4,085
Youth Services Center Replce Broken Glass	16,200		16,200
Subtotal Other County Projects - County General Fund	15,049,795	1,520,316	16,570,111
California Department of Fire Belmont Replace Emergency Generator Unit		55,000	55,000
Cordilleras Building Replace Radiant Heaters	186,987	200,000	386,987
County Office Building Two Replace Building Automation System		400,000	400,000
County Office Building Two Replace Circulating Pump		30,000	30,000
County Office Building Two Replace Mammoth Units		600,000	600,000
County Office Building Two Replace Sewer Pits, Storm Drain Pumps and Motor Control		145,000	145,000
Grant Yard Replace Two Emergency Generators		260,000	260,000
Hall of Justice Replace Revolving Doors		50,000	50,000
Hall of Justice Replace Traction Elevators One and Two		600,000	600,000
Maguire Correctional Facility Replace Steam Boiler and Kitchen Kettle Replacement		160,000	160,000
Maguire Correctional Facility Upgrade Automation System Control		450,000	450,000
Maguire Correctional Facility Upgrade Mechanical Systems		145,000	145,000
Mike Nevin Clinic Study Parking Structure Deck Repair	8,698		8,698
Motorpool Replace Heaters		32,500	32,500
Old Maguire Correctional Facility Replace Control Room Panels	194,948		194,948
San Mateo Medical Center Evaluate Emergency Water Tank Structure	7,644		7,644
San Mateo Medical Center Replace Emergency Generator	167,371	420,000	587,371
San Mateo Medical Center Replace Smoke Detector	39,897	380,000	419,897
San Mateo Medical Center Supply and Install Bumpers on GE Breaker		30,000	30,000
Youth Services Center Central Plant Energy Expansion Feasibility Study	27,396	75,000	102,396

Capital Projects Summary FY 2012-13

Project Description	Reapprop 2011-12	New Approp 2012-13	Total Approp 2012-13
Subtotal County Projects FCIS - County General Fund	632,941	4,032,500	4,665,441
ADA Requirements Countywide	308		308
Alameda Streetscape Replace Tree	35,310		35,310
County Facilities Upgrade Domestic Water Fixture Upgrade		70,000	70,000
County Facility Master Plan	355		355
Maguire Correctional Facility Replace Fire Alarm System	700,000		700,000
New Women's Jail	5,974		5,974
Old Courthouse Replace and Repair Windows	21,678		21,678
Pal Care Roof Replacement and Deck Improvement		375,000	375,000
Subtotal Other County Projects - Facility Surcharge	763,625	445,000	1,208,625
California Department of Fire Belmont Conduct Structural Analysis of Hose Tower		25,000	25,000
Subtotal Fire Protection Projects- Facility Surcharge		25,000	25,000
County Office Building One Install Radio Shop Fire Alarm		48,000	48,000
Subtotal Other County Projects- Risk Management		48,000	48,000
TOTAL OTHER PROJECTS	16,446,361	6,370,816	22,817,177
TOTAL ALL PROJECTS ALL FUNDS	27,775,622	59,233,209	87,008,831

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	58	228			
Use of Money and Property	37,938	27,609	30,000	12,000	(18,000)
Charges for Services	1,282,629	1,503,420	1,250,000	1,200,000	(50,000)
Miscellaneous Revenue		(4,935)			
Total Revenue	1,320,626	1,526,321	1,280,000	1,212,000	(68,000)
Fund Balance	3,595,058	3,517,606	1,187,672	1,069,089	(118,583)
TOTAL SOURCES	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)
REQUIREMENTS					
Services and Supplies	(621)				
Other Charges		927,228	872,170	861,810	(10,360)
Other Financing Uses	1,398,699	2,929,027	458,413	465,188	6,775
Net Appropriations	1,398,078	3,856,255	1,330,583	1,326,998	(3,585)
Non-General Fund Reserves	3,517,606	1,187,672	1,137,089	954,091	(182,998)
TOTAL REQUIREMENTS	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)

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 the Court's prorated share of Debt Service for the Youth Services Center.

Program Results

The Northern/Southern Courts seismic capital improvement project is complete. This fund will now only be used for debt service payments.

Courthouse Construction Fund (8300B)

Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)
Total Sources	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Revenue Adjustments: (\$68,000)**

Court fines and interest earnings are being reduced to reflect current experience.

2. **Fund Balance Reduction: (\$186,583)**

Current Debt Service for court facilities exceeds revenues resulting in declining Fund Balance.

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	13,579	19,217	10,000	19,000	9,000
Charges for Services	1,283,028	1,503,632	1,250,035	1,200,000	(50,035)
Total Revenue	1,296,608	1,522,848	1,260,035	1,219,000	(41,035)
Fund Balance	988,900	1,089,962	1,512,811	1,631,811	119,000
TOTAL SOURCES	2,285,508	2,612,810	2,772,846	2,850,811	77,965
REQUIREMENTS					
Other Financing Uses	1,195,546	1,100,000	1,100,000	1,100,000	
Net Appropriations	1,195,546	1,100,000	1,100,000	1,100,000	
Non-General Fund Reserves	1,089,962	1,512,810	1,672,846	1,750,811	77,965
TOTAL REQUIREMENTS	2,285,508	2,612,810	2,772,846	2,850,811	77,965

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 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	2,285,508	2,612,810	2,772,846	2,850,811	77,965
Total Sources	2,285,508	2,612,810	2,772,846	2,850,811	77,965

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Real Property Services (1220B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	256,539	351,627	253,909	261,526	7,617
Charges for Services	44,934	12,068	20,000	20,000	
Interfund Revenue	2,584,411	2,762,269	3,180,206	3,342,881	162,675
Miscellaneous Revenue	3,667	276			
Total Revenue	2,889,551	3,126,240	3,454,115	3,624,407	170,292
Fund Balance	307,889	94,092	355,472	203,843	(151,629)
TOTAL SOURCES	3,197,440	3,220,332	3,809,587	3,828,250	18,663
REQUIREMENTS					
Salaries and Benefits	573,233	598,153	619,872	617,415	(2,457)
Services and Supplies	69,009	54,717	56,058	119,045	62,987
Other Charges	14,022,731	14,160,172	14,931,233	14,633,784	(297,449)
Gross Appropriations	14,664,973	14,813,043	15,607,163	15,370,244	(236,919)
Intrafund Transfers	(11,561,625)	(11,948,182)	(11,866,056)	(11,610,781)	255,275
Net Appropriations	3,103,348	2,864,860	3,741,107	3,759,463	18,356
Contingencies/Dept Reserves	94,092	355,472	68,480	68,787	307
TOTAL REQUIREMENTS	3,197,440	3,220,332	3,809,587	3,828,250	18,663
AUTHORIZED POSITIONS					
Salary Resolution	4.0	4.0	4.0	4.0	
Funded FTE	4.0	4.0	4.0	4.0	

Real Property Services (1220B)

Department Mission Statement

Real Property Services serves County departments, other public agencies and the public by efficiently and effectively researching historical records, negotiating leases as either landlord or tenant, disposing of surplus real property and purchasing property on behalf of the County. The Division is also responsible for creating or renewing concession and permit agreements, and providing right of way expertise and appraisal services.

Discretionary Services

- Research historical property records
- Negotiate leases
- Buy property and dispose of property surplus to county's needs
- Administer leases and pay rents
- Negotiate concession and permit agreements
- Coordinate Right of Way agreements

Major Accomplishments in FY 2011-12

Real Property facilitated the acquisition of the Circle Star Way campus and is coordinating the process of leasing one of the Class- A office buildings to a suitable tenant. The Division facilitated the development of a new South County Health Clinic and participates in the implementation of the County's new Facility Master Plan which outlines a strategic approach to the use of County facilities including less emphasis on leased facilities and more on County-owned facilities. Finally, the Division coordinated leases and acquisition of land at the Woodhouse Industrial Park.

Changes, Challenges, and How to Measure Success in FY 2012-13

A major challenge will be meeting workload demands while consolidating services with other County departments and the loss of the institutional knowledge of a new retiree of the Division. Real Property staff is confident that they can maintain service quality and continue meeting deadlines in the short-term as the current transition takes place. The Division hopes to meet its challenges in the next year by sharing staffing resources across the Community Services Departments and specifically in the Department of Public Works.

Other Department Initiatives

- Economic development initiative
- County office moves planning

Real Property Services (1220P)

Program Outcome Statement

Provide competitive real estate services

Services Provided

The Real Property program 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 facility strategies for public services. 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. Through these services Real Property protects the County's financial and legal interests. In FY 2012-13, Real Property will oversee 645,294 square feet of leased space. In addition, Real Property renews concessions and permit agreements and provides right of way expertise and appraisal services.

Program Results

Lease rates negotiated by Real Property have remained well below the Countywide asking rates for more than three years. This is due in part to a continuing strong demand for office space on the Peninsula and in part to the market awareness and diligent negotiation of the Real Property staff. The competitive leases provide departments with space of both high value and significant savings.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Monthly cost per square foot:			
-County leased space	\$2.19	\$2.00	\$2.15
-Countywide average asking rate	\$2.50	\$2.66	\$2.66
Percent of customers rating service good or better	90%	90%	90%

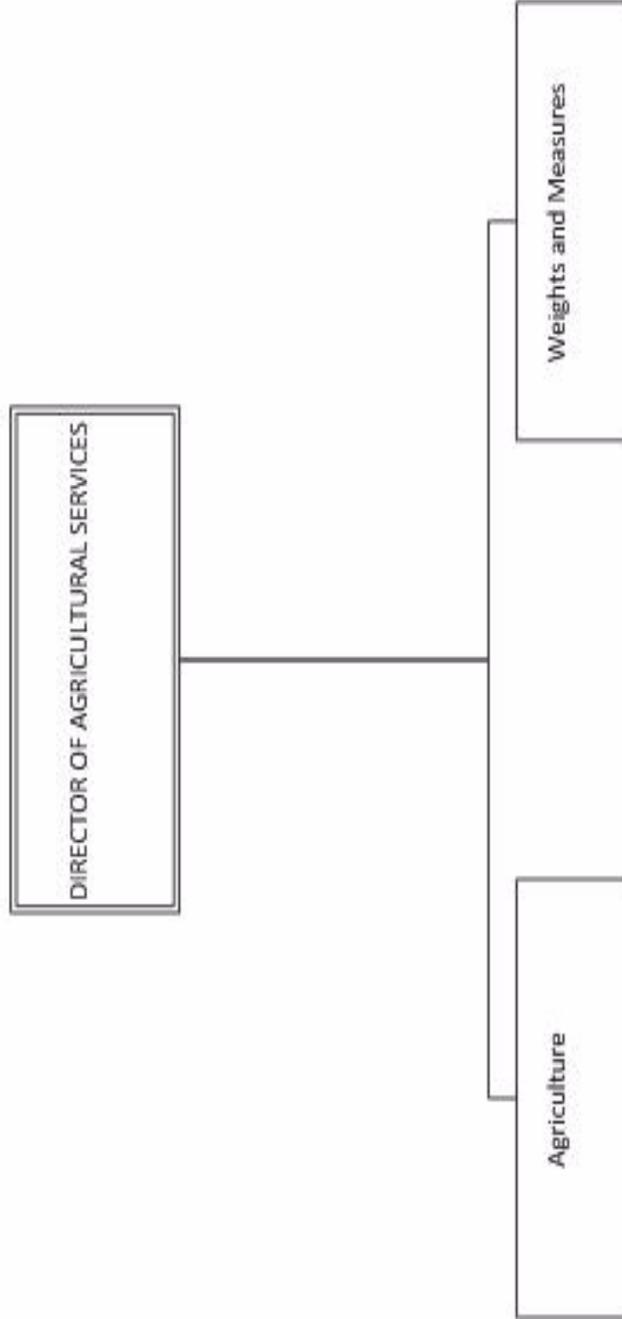
Real Property Services (1220B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	4.0	4.0	4.0	4.0	
Funded FTE	4.0	4.0	4.0	4.0	
Total Requirements	3,197,440	3,220,332	3,809,587	3,828,250	18,663
Total Sources	3,197,440	3,220,332	3,809,587	3,828,250	18,663
Net County Cost	0				

FY 2012-13 Program Funding Adjustments

There are no significant changes.

AGRICULTURAL COMMISSIONER/SEALER



Agricultural Commissioner/Sealer (1260B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	556,983	560,398	591,400	598,400	7,000
Fines, Forfeitures and Penalties	18,700	12,038			
Intergovernmental Revenues	2,377,602	2,422,653	2,462,771	2,253,166	(209,605)
Charges for Services	168,450	158,267	146,700	182,200	35,500
Miscellaneous Revenue	22,458	3,858	200	100	(100)
Total Revenue	3,144,194	3,157,213	3,201,071	3,033,866	(167,205)
Fund Balance	378,483	496,790	469,795	404,454	(65,341)
TOTAL SOURCES	3,522,677	3,654,003	3,670,866	3,438,320	(232,546)
REQUIREMENTS					
Salaries and Benefits	3,435,300	3,628,499	3,717,688	3,720,007	2,319
Services and Supplies	136,981	231,465	278,280	143,621	(134,659)
Other Charges	692,052	667,735	628,003	554,684	(73,319)
Fixed Assets		6,178			
Net Appropriations	4,264,334	4,533,876	4,623,971	4,418,312	(205,659)
Contingencies/Dept Reserves	260,536	260,536	260,536	260,536	
TOTAL REQUIREMENTS	4,524,870	4,794,412	4,884,507	4,678,848	(205,659)
NET COUNTY COST	1,002,192	1,140,409	1,213,641	1,240,528	26,887
AUTHORIZED POSITIONS					
Salary Resolution	32.0	30.0	30.0	30.0	
Funded FTE	30.4	29.0	28.9	28.9	

Agricultural Commissioner/Sealer (1260B)

Department Mission Statement

To protect agricultural and environmental resources, ensure the safe use of pesticides, provide consumer protection and ensure equity in the marketplace.

Mandated Services

- Inspect agricultural commodities entering the County for pests
- Perform insect pest detection trapping
- Certify commodities being exported
- Enforce pesticide regulation
- Enforce fruit and vegetable regulations including labeling
- Inspect weights and measures devices such as gas pumps, scanners and scales
- Perform quantity control inspection (package commodity weight verification)
- Enforcing petroleum standards
- Verify weighmaster records

Discretionary Services

- Participate in the Weed Management Area

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries:

Intergovernmental Revenue

- Decrease primarily due to decrease in state funding for High Risk Pest Exclusion as well as elimination in grant funding for Weed Management Area projects: (\$209,605)

Charges for Service

- Increase due to proposed phytosanitary fee increase: \$30,000
- Increase due to proposed weights and measures fee increases: \$5,500

Fund Balance

- Decrease due to one-time expenditures in FY 2011-12: (\$65,341)

Services and Supplies

- Decrease primarily due to elimination of one-time expenditures: (\$134,659)

Other Charges

- Decrease primarily due to reduction in motor vehicle pre-payments: (\$73,319)

Major Accomplishments in FY 2011-12

In FY 2011-12, the Department undertook several technology initiatives to reduce costs and increase efficiency. The Department expanded the Paperless Office Project to the Pesticide Regulatory and Nursery Programs by utilizing new electronic file storage software and reducing physical storage space through purging and scanning paper files. In addition, web-based reporting systems were implemented including, a new statewide pesticide permit and use reporting system called CalAgPermits. The Department also initiated a project to streamline mandatory monthly and annual state reports preparation through the use of a new daily activity reporting software system.

Foreign countries and other states require phytosanitary certification inspections which verify that agricultural commodities are free from unwanted pests and meet the plant quarantine entry requirements of the destination country or state. Department staff perform these inspections when requested by agricultural businesses and issue federal or state certificates for a fee. Electronic collection of phytosanitary certification fees was successfully established.

Finally, department staff implemented the use of new Organic Program business audit guidelines which verify product origins and traceability, and ensure agricultural commodities represented as organic are in compliance with the National Organic Program.

Changes, Challenges, and How to Measure Success in FY 2012-13

The Department intends to maintain the current level of service for daily agricultural inspections despite a proposed reduction in state reimbursement for agricultural inspections. State funding reductions are anticipated in the High Risk Pest Exclusion program which will be partially offset by an increase in other state revenue and a proposed fee increase for phytosanitary certification inspections. The additional revenue and expenditure reductions will allow the Department to maintain the current level of services.

Implementation of ongoing technology projects should increase efficiency, reduce staff time spent on administrative and support functions, and allow for redirection of staff time to agricultural inspection services. To achieve greater efficiency, staff will be trained on new procedures for both electronic payments for all phytosanitary inspection fees and the new web-based daily activity reporting system. Expansion of online pesticide use reporting by agricultural operations and pest control businesses will require additional staff time devoted to training and outreach as well. However, online use reporting by industry will eliminate the need for department staff to enter the pesticide use reports into the database.

Success will be measured by tracking performance measures, reviewing customer surveys, successful interceptions and exclusion of exotic pests from the County and positive performance evaluation reports from state oversight agencies, such as the California Department of Food and Agriculture and the California Department of Pesticide Regulation.

Other Department Initiatives

- Convert Pest Detection maps to the new State Trapping Grid to ensure statewide consistency

Agriculture (1261P)

Program Outcome Statement

Ensure a sustainable agricultural industry and safe community

Services Provided

Agriculture programs provide pest prevention and pesticide safety services for the agricultural industry, pest control businesses and the general public. The Program collaborates with other agencies, growers and private landowners to prevent invasive insects, weeds and plant diseases from entering the state. An average of 18,000 agricultural shipments entering the County at San Francisco International Airport, express carriers, and via truck shipments to nurseries or private residences are inspected for exotic pests and entry requirement compliance. Early detection of harmful agricultural pests involves the use of 4,061 insect traps placed Countywide and inspected 54,400 times annually. Shipments are certified for export to other states and countries, enabling County businesses to ship agricultural commodities. The Pesticide Regulatory staff performs 570 inspections annually. The Program focuses on worker safety, endangered species protection, and monitoring of pesticide applications at sensitive sites. Over 3 million containers at the Golden Gate Produce Terminal are inspected for compliance with fruit and vegetable quality standards and labeling requirements. Inspections are performed to attest to crops being grown locally for 56 Certified Producers Certificates, enabling the sale at Certified Farmers' Markets. Grower operations registered as organic are audited for regulation compliance.

Program Results

Pest prevention staff inspect agricultural shipments and intercept exotic pests potentially harmful to agriculture, the environment, and the local community. Pesticide inspections performed as part of the Pesticide Regulatory program has continuously resulted in a high 98% business compliance rate. In FY 2011-12, the Program anticipated that it will intercept 210 harmful pests through inspections at SFO, express carriers and wholesale nurseries. The State Unclaimed Gas Tax (UGT) is an annual subvention based on county expenditures for agricultural programs in the previous fiscal year which has a Maintenance of Effort (MOE) requirement that General Fund expenditures remain at or above the average of the previous five years. The High Risk Pest Exclusion (HRPE) State agreement requires a MOE of agricultural programs Net County Cost remaining at or above county expenditure levels from FY 1997-98. Industry fees support certification of agricultural crops for export. All these programs are mandated by State law. The Program's current Net County Cost will meet the MOE requirements for state funding and enable the Program to maintain its current performance levels in FY 2012-13.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of interceptions of harmful pests subject to state quarantine actions	115	210	210
Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements	98%	98%	98%

Agriculture (1261P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	28.0	26.0	26.0	26.0	
Funded FTE	26.0	25.0	25.0	25.0	
Total Requirements	3,619,896	3,967,376	4,041,930	3,873,277	(168,653)
Total Sources	2,855,388	2,990,880	3,047,874	2,818,828	(229,046)
Net County Cost	764,508	976,496	994,056	1,054,449	60,393

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **State Revenue and Fee Changes: (\$179,600)**

A reduction is anticipated in the state-funded High Risk Pest Exclusion program, which will be partially offset by an increase in state revenue from Unclaimed Gas Tax and the Pesticide Mill Fee, elimination of one-time Weed Management Area grant funding as well as new revenue from a proposed fee increase for phytosanitary certification.

2. **One-time Projects: (\$49,300)**

One-time funding sources as well as one-time equipment purchases and contract expenditures for the Weed Management Area projects and As Fresh As It Gets will be eliminated.

3. **Motor Vehicle Replacement Costs: (\$98,158)**

Motor vehicle replacement charges for the Program's hybrid cars have been pre-paid for the next several fiscal years. Pre-payments will be discontinued in FY 2012-13 without any impact on the Motor Pool.

Weights and Measures (1262P)

Program Outcome Statement

Protect consumers and industry by ensuring equity and confidence in the marketplace

Services Provided

The Weights and Measures Program inspects over 11,000 commercial scales and meters such as gasoline pumps, grocery scales, vehicle scales, taxi-meters, and water meters, to verify they are accurate and operating correctly at 2,800 business locations. Devices found to comply with State standards are "sealed" to assure consumers that the device has been tested and found to be accurate and that consumers are getting what they paid for. The Program performs annual scanner audits to verify pricing accuracy in retail establishments using price scanner systems. Currently there are 21,833 commercial weighing and measuring devices and 4,508 price scanner systems registered in San Mateo County.

Program Results

The Weights and Measures Program annually inspects businesses for weighing and measuring devices or price scanner system compliance. Each year the program meets 99% of its annual inspection goals, with enforcement activities resulting in over a 90% compliance rate for San Mateo County businesses thereby benefiting both the consumer and industry. It is anticipated that this trend will continue in FY 2012-13. High compliance rates elevate consumer confidence in county businesses. Annual registration fees paid by the industry provide funding for regulatory inspections and testing of commercially-used weighing and measuring devices and price scanner systems.

In addition, complaints received directly from consumers, the District Attorney's Office or from the State Division of Measurement Standards are investigated promptly. In FY 2010-11, 58 complaints were investigated by Weights and Measures Program staff.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of businesses in compliance with weights and measures consumer protection requirements	90%	93%	94%
Percent of business locations inspected for weights and measures requirements versus annual goals	100%	99%	99%

Weights and Measures (1262P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	4.0	4.0	4.0	4.0	
Funded FTE	4.0	4.0	4.0	4.0	
Total Requirements	904,974	827,036	842,577	805,571	(37,006)
Total Sources	667,289	663,123	622,992	619,492	(3,500)
Net County Cost	237,685	163,913	219,585	186,079	(33,506)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Anticipated Fee Increase: \$7,500**

Proposed weights and measures device registration and inspection fees will increase cost recovery and assist the Program in maintaining the current level of inspection and service.

2. **Reduced One Time Expenses: (\$28,500)**

One-time equipment expenditures associated with technological and equipment upgrades will be eliminated.

3. **Reduced One Time Funding: (\$11,000)**

One-time funding, that is partially offset by an increase in projected Weights and Measures annual registration fees, has been eliminated.

4. **Net County Cost Decrease: (\$33,506)**

Program Net County Cost has been redirected to support Agriculture programs without any impact to current level of Weights and Measures inspection and services.



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.

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

SHARED VISION 2025



Our Shared Vision for 2025 is for a healthy, prosperous, livable, environmentally conscious and collaborative community.



Healthy Community **Safe Neighborhoods • Healthy Residents**

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



Prosperous Community

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



Livable Community

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



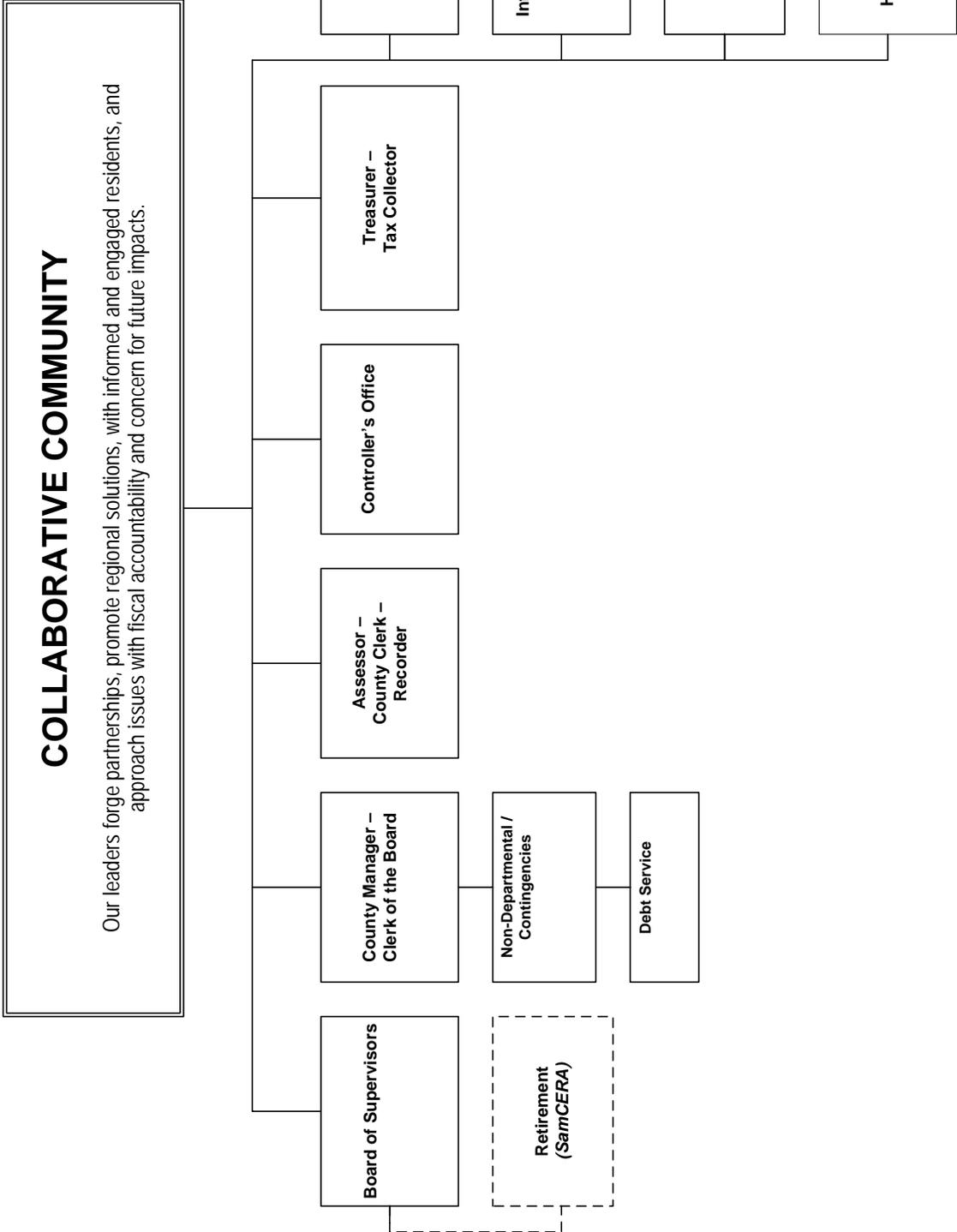
Environmentally Conscious Community

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



Collaborative Community

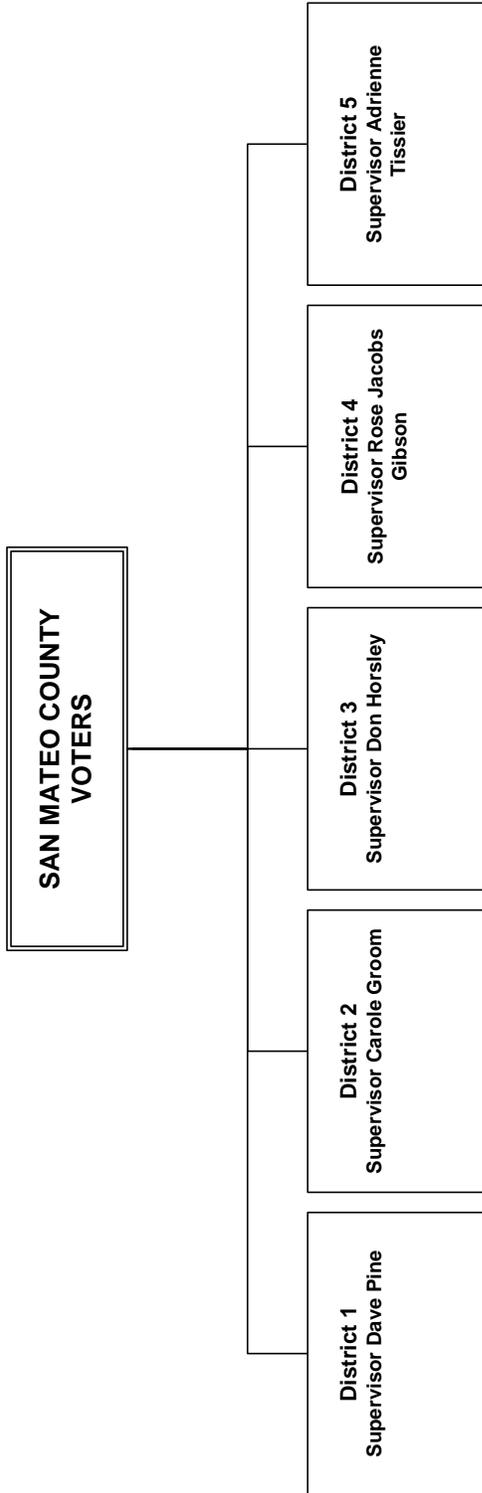
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Collaborative Community
FY 2012-13 All Funds Summary

Total Requirements	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
General Fund Budgets					
Board of Supervisors	3,343,815	3,066,024	3,728,575	3,829,985	101,410
County Manager/Clerk of the Board	9,063,623	9,289,798	9,772,711	8,539,842	(1,232,869)
Assessor-County Clerk-Recorder	18,977,149	19,266,421	20,248,736	18,855,858	(1,392,878)
Controller's Office	8,003,649	8,521,341	9,215,169	9,300,573	85,404
Treasurer - Tax Collector	7,096,605	7,294,922	9,991,656	9,539,292	(452,364)
County Counsel	9,014,519	9,802,440	10,003,249	9,566,402	(436,847)
Human Resources Department	8,867,527	9,138,379	8,893,475	8,892,901	(574)
Information Services Department	21,277,668	16,246,104	14,629,061	20,658,439	6,029,378
Grand Jury	613,993	686,242	635,620	619,630	(15,990)
Non-Departmental Services	294,087,308	298,931,288	198,510,413	206,350,693	7,840,280
Total General Fund	380,345,854	382,242,958	285,628,665	296,153,615	10,524,950
Non-General Fund Budgets					
Non-Departmental Services					
Debt Service Fund	46,405,711	46,917,211	47,469,104	47,741,084	271,980
Total Non-General Fund	46,405,711	46,917,211	47,469,104	47,741,084	271,980
Total Requirements	426,751,565	429,160,169	333,097,769	343,894,699	10,796,930
Total Sources	723,027,486	739,635,295	637,258,268	670,027,786	32,769,518
Net County Cost	(296,275,921)	(310,475,126)	(304,160,499)	(326,133,087)	(21,972,588)
AUTHORIZED POSITIONS					
Salary Resolution	533.0	510.0	504.0	489.0	15.0
Funded FTE	530.1	506.4	498.1	485.2	12.9
<u>Information Only:</u>					
SamCERA	3,841,324	4,235,188	6,600,200	7,479,000	878,800

BOARD OF SUPERVISORS



Board of Supervisors (1100B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue		689			
Total Revenue		689			
Fund Balance	388,315		452,670	452,670	
TOTAL SOURCES	388,315	689	452,670	452,670	
REQUIREMENTS					
Salaries and Benefits	2,818,084	2,692,732	3,154,285	3,255,695	101,410
Services and Supplies	182,318	190,311	372,285	372,285	
Other Charges	189,316	182,981	202,005	202,005	
Net Appropriations	3,189,718	3,066,024	3,728,575	3,829,985	101,410
Contingencies/Dept Reserves	154,097				
TOTAL REQUIREMENTS	3,343,815	3,066,024	3,728,575	3,829,985	101,410
NET COUNTY COST	2,955,500	3,065,336	3,275,905	3,377,315	101,410
AUTHORIZED POSITIONS					
Salary Resolution	20.0	20.0	20.0	20.0	
Funded FTE	20.0	20.0	20.0	20.0	

Board of Supervisors (1100B)

Program Outcome Statement

Protect and enhance community health, safety, welfare and natural resources

Services Provided

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. Board Members are elected Countywide to serve the district in which they reside. The Board exercises legislative and quasi-judicial authority and works with County departments, other local government agencies and citizens to achieve the outcomes identified through a shared visioning process.

Program Results

The Board remains committed to achieving the community's shared vision of a healthy, livable, prosperous, environmentally conscious and collaborative community by the year 2025. This is done through long-term planning, holding community forums, monitoring goals and reporting progress to the community. In addition to eliminating the County's structural budget deficit through a five year plan, the Board will also provide leadership on a number of major policy issues over the next several years, including the implementation of federal health care reform, realignment of state services, potential state reductions in safety net and public safety services, pensions, and replacement of aging facilities.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of total Countywide performance measures that met performance targets	77%	75%	75%
Percent of performance measures showing a favorable trend over the last five years	85%	80%	80%

Board of Supervisors (1100B)
Resource Allocation Summary

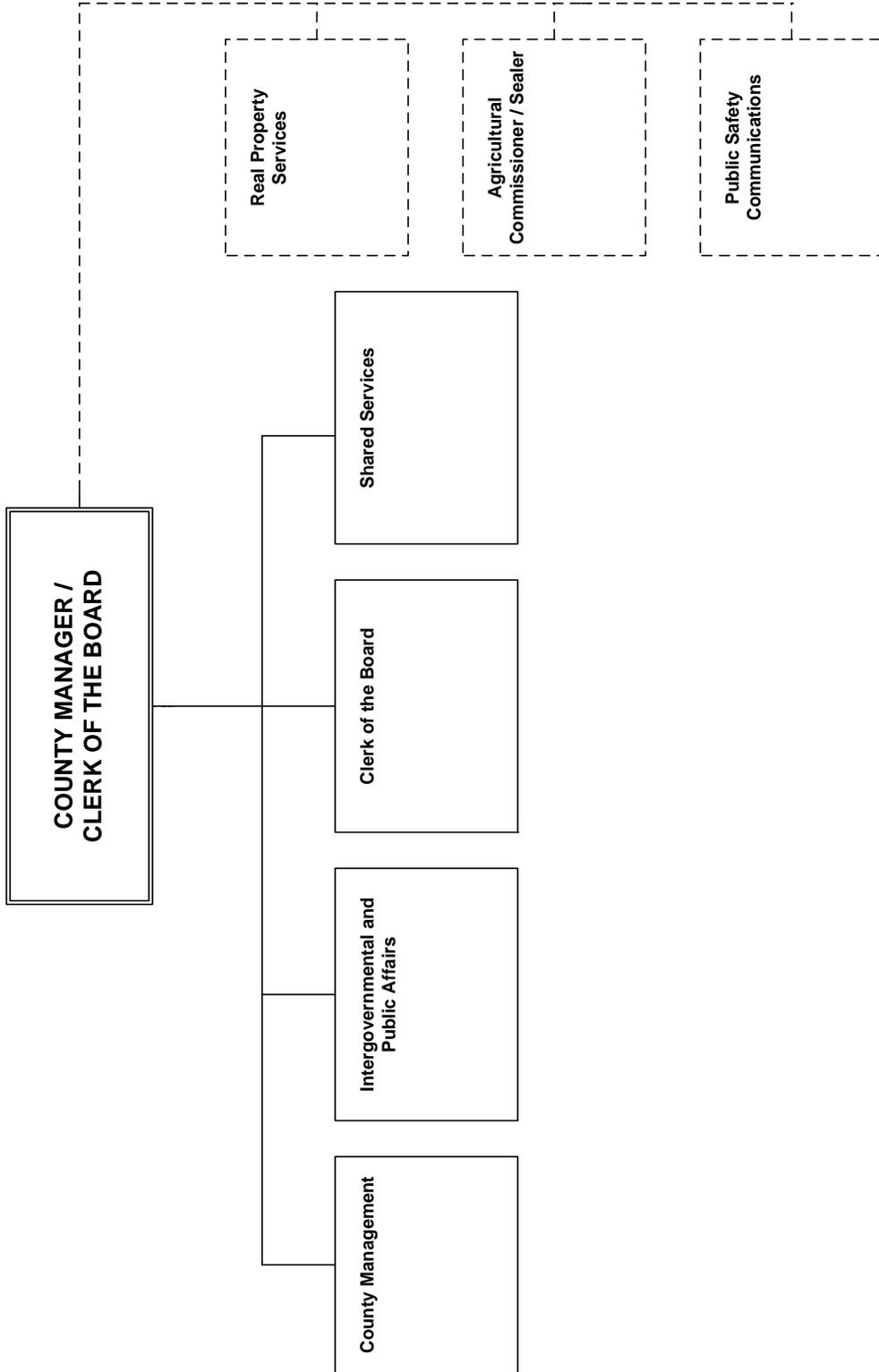
	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	20.0	20.0	20.0	20.0	
Funded FTE	20.0	20.0	20.0	20.0	
Total Requirements	3,343,815	3,066,024	3,728,575	3,829,985	101,410
Total Sources	388,315	689	452,670	452,670	
Net County Cost	2,955,500	3,065,336	3,275,905	3,377,315	101,410

FY 2012-13 Program Funding Adjustments

1. **Salaries and Benefits: \$119,998**

Full-time funding for one Supervisor and three staff for each Board district has been included.

COUNTY MANAGER / CLERK OF THE BOARD



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

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	12,232	10,398	11,500	10,000	(1,500)
Intergovernmental Revenues	13,349	395,856	1,602,599	804,025	(798,574)
Charges for Services	76,927	95,178	52,782	62,782	10,000
Interfund Revenue	214,797	47,729	83,955	83,955	
Miscellaneous Revenue	115,789	135,504	116,763	85,200	(31,563)
Other Financing Sources	1,211	4,960	2,200	2,200	
Total Revenue	434,305	689,625	1,869,799	1,048,162	(821,637)
Fund Balance	1,925,041	2,336,245	2,007,660	970,847	(1,036,813)
TOTAL SOURCES	2,359,346	3,025,870	3,877,459	2,019,009	(1,858,450)
REQUIREMENTS					
Salaries and Benefits	5,192,774	5,440,157	6,002,164	5,615,028	(387,136)
Services and Supplies	1,298,370	1,598,443	2,817,032	2,074,405	(742,627)
Other Charges	1,774,976	995,865	919,018	890,772	(28,246)
Fixed Assets		10,438	15,000	15,000	
Gross Appropriations	8,266,120	8,044,902	9,753,214	8,595,205	(1,158,009)
Intrafund Transfers	(497,666)	(422,542)	(310,387)	(275,363)	35,024
Net Appropriations	7,768,454	7,622,360	9,442,827	8,319,842	(1,122,985)
Contingencies/Dept Reserves	1,295,169	1,667,438	329,884	220,000	(109,884)
TOTAL REQUIREMENTS	9,063,623	9,289,798	9,772,711	8,539,842	(1,232,869)
NET COUNTY COST	6,704,277	6,263,928	5,895,252	6,520,833	625,581
AUTHORIZED POSITIONS					
Salary Resolution	40.0	38.0	38.0	35.0	(3.0)
Funded FTE	40.0	38.0	38.0	35.0	(3.0)

County Manager's Office (1200B)

Department 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.

Mandated Services

- 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
- 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
- Intergovernmental and Public Affairs – Advocates federal and state legislation; educates and engages the community; improves access to and simplicity of digital government; manages grant funding opportunities
- Community Services – Ensures unincorporated area communities' access to services; supports sustainability initiatives; assists in implementation of Facilities Master Plan; promotes shared services with cities and within the county
- Real Property – Negotiates lease agreements for County use; negotiates acquisition, use and sale of County-owned property
- Purchasing/Mail/Surplus Property – Ensures cost-effective procurement of goods/services; picks up and delivers interdepartmental and U.S. mail; coordinates re-use of surplus property and equipment

Discretionary Services

- The County Charter establishes County Manager, Clerk of the Board and Purchasing Agent functions; levels of service provided are discretionary, along with grant opportunities pursued, and memberships and contributions

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Intergovernmental Revenue

- Decrease primarily due to the completion of the Energy Upgrade California grant: (\$798,574)

Salaries and Benefits

- Decrease primarily due to the elimination of three vacant positions from the completed Energy Upgrade program: (\$387,136)

Services and Supplies

- Decrease primarily due to the elimination of one-time projects: (\$742,627)

Reserves

- Decrease due to using Reserves to meet budget target: (\$109,884)

Net County Cost

- Increase in order to provide current level of service: \$625,581

Major Accomplishments in FY 2011-12

- Initiated economic development plan and inventory of County assets
- Identified County Departments as tenants for Circle Star office building
- Coordinated criminal justice realignment planning and managed \$1 million inmate re-entry initiative

- Implemented SMC Saves Program which provides one-time funding to departments for nine innovative projects that will increase efficiency, save money or generate revenue
- Updated five-year budget plan to eliminate the structural deficit by FY 2017 through revenues and economic development, labor cost savings, shared services and operational efficiencies
- Updated IT Strategic Plan with prioritized projects

Changes, Challenges, and How to Measure Success in FY 2012-13

Over the course of the last five years the County has eliminated a net of 766 positions or about one- sixth of its workforce. Although the County is experiencing some improvement in the local economy and stabilizing of revenues, it still faces many financial challenges in the coming years. The County will be challenged to restructure its organization and its services using fewer employees, and performing different tasks, in a different way.

During FY 2012-13 the CMO leadership will engage the unions and our employees in meaningful and ongoing discussions about the future nature of the County's work and how the County should organize to accomplish it. Ultimately, some of these changes would require voter approval or a charter amendment.

Other Department Initiatives

- Continue jail planning and implementation of Public Safety Realignment and re-entry programs
- Pursue economic development opportunities
- Implement two-year planning and budget cycle
- Pursue increased shared services with cities, including fire protection and emergency dispatch
- Initiate planning to restructure County government and services

County Management (1210P)

Program Outcome Statement

Increase customer satisfaction and achieve performance goals for County services

Services Provided

County Management provides leadership and direction to achieve the Board's and community's shared vision for a healthy, livable, prosperous, environmentally conscious and collaborative community by the year 2025. Major responsibilities include overseeing the preparation and administration of the County budget, managing performance, leading multi-departmental and Countywide initiatives, and coordinating the activities of County departments. This unit oversees all County Manager/Clerk of the Board functions and supports operating departments.

Program Results

County Management prepared a five-year budget plan for the Board in January. The plan includes a combination of new revenues, labor cost savings, and service efficiencies and reductions. Reserves will continue to be used until ongoing solutions are implemented. Three revenue measures have been placed on the June ballot, and an economic development plan has been initiated to pursue additional revenues. The SMC Saves Program funded nine innovative projects that will generate ongoing savings and improve customer service. Shared service discussions are underway for public safety dispatch and fire protection services. Training on Business Process Redesign was completed for more than 75 County staff to begin building this skill within departments; process improvements will result in better customer satisfaction and increased efficiency and effectiveness. In FY 2012-13, priorities include implementation of the five-year budget plan, planning for the replacement jail and Realignment/re-entry services, and initiating a plan to restructure County government and services.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of performance measures that improved over prior year	73%	75%	75%
Percent of published performance measures meeting targets for all County programs	76.7%	70%	70%

County Management (1210P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	18.0	17.0	18.0	15.0	(3.0)
Funded FTE	18.0	17.0	18.0	15.0	(3.0)
Total Requirements	5,984,643	6,090,614	6,430,720	5,315,043	(1,115,677)
Total Sources	1,552,145	2,256,912	3,130,399	1,690,359	(1,440,040)
Net County Cost	4,432,497	3,833,702	3,300,321	3,624,684	324,363

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Expiration of Energy Upgrade Program Grant:**

The Energy Upgrade Program Grant fully funded small energy efficient projects including lighting retrofits and building upgrades. The grant expired in April 2012. All grant related revenues and expenditures including two vacant unclassified Management Analyst positions and one vacant Administrative Assistant II position have been eliminated.

2. **Elimination of One-Time Projects and Purchases: \$324,363**

Fund Balance and expenditure appropriation used for one-time projects and purchases in FY 2011-12 has been eliminated.

County Memberships and Contributions

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

ORGANIZATION	Revised 2011-12	Recommended 2012-13	Change
Memberships and Cost Shares:			
Alliance for Innovation	7,500	7,500	
Association of Bay Area Governments (ABAG)	71,426	71,426	
California Administrative Officers Association (CAOA)	3,982	3,982	
California State Association of Counties (CSAC)	95,047	95,047	
City/County Association of Governments (C/CAG)	22,359	22,359	
FishNet 4C	5,000	5,000	
Housing Endowment and Regional Trust (HEART) ¹	26,079	0	(26,079)
Joint Venture Silicon Valley Network	25,000	25,000	
Local Agency Formation Commission (LAFCo) ²	77,004	0	(77,004)
National Association of Counties (NACO)	14,525	14,525	
San Mateo County Library Joint Powers Authority	157,388	157,388	
Urban County Caucus (UCC)	37,000	37,000	
Memberships and Cost Shares Total	542,310	439,227	(103,083)
Contributions:			
Arts Providers	55,000	55,000	
Half Moon Bay/Coastside Chamber of Commerce	5,000	5,000	
National Organization to Insure a Sound-controlled Environment	1,155	1,155	
Peninsula Conflict Resolution Center (PCRC)	8,320	8,320	
San Mateo County Economic Development Association	15,000	15,000	
Sustainable San Mateo County	9,000	9,000	
Contributions Total	93,475	93,475	
Sponsorships:			
Disaster Preparedness Day	30,000	30,000	

ORGANIZATION	Revised 2011-12	Recommended 2012-13	Change
Middlefield Road Cultural Festival	15,000	15,000	
Older Driver Traffic Safety Seminars	10,000	10,000	
Seniors on the Move Conference	30,000	30,000	
Sponsorships Total	85,000	85,000	
Total	720,785	617,702	(103,083)

¹ The Housing Endowment and Regional Trust (HEART) contribution is budgeted in the Housing Department for FY 2012-13.

² The Local Agency Formation Commission is budgeted in Non-Departmental Services for FY 2012-13.

Intergovernmental Affairs (1214P)

Program Outcome Statement

Advance legislation and improve communication and access to civic engagement

Services Provided

Intergovernmental and Public Affairs (IGPA) provides strategic planning and leadership of the County's legislative advocacy, improved communication and community engagement. IGPA sponsored four state legislative proposals, advocated positions on 57 legislative proposals and successfully secured \$10 million in funding. The division directs advocacy through its state and federal lobbyists and participation in the California State Association of Counties and Urban Counties Caucus. Through community engagement, IGPA conducted the second City, County Schools (CCS) Partnership event, the Civic's 101 educational program and a series of Nonprofit Partner Forums. Through an online survey participants of engagement events update and prioritize Shared Visions 2025 community outcomes. The program leads and sponsors training, including a National Transportation Safety Board crisis communication training, which drew participants from numerous County departments, other counties, cities and other agencies. The program leads efforts to improve the County's overall online experience by making sure that visitor needs are met, resources and expertise are provided to employees, and standards and policies for the web and the use of new media are developed. The program engaged 55 internal stakeholders in discovery workshops as part of the County's Web Content Management System (CMS) evaluation and strategic planning effort and led the cross-departmental committee to develop requirements for web redesign. The program successfully improved the usability of the Assessment Appeals website in order to reduce error on assessment appeals applications, phone calls, in-person visits and the number of appeals withdrawn. The program issued monthly informational employee newsletters, a budget in brief, the 2011-12 San Mateo County Annual Report and the second annual Children's Budget, which demonstrates support and accountability for initiatives that improve the outcomes for children, youth and families.

Program Results

In FY 2011-12, the program prepared the County's Legislative Agenda, led efforts to ensure favorable realignment of services, supported the collaborative implementation of public safety realignment, and assisted departments by seeking federal, state and a new shared program to pursue grant funding opportunities. Priorities are to secure additional state lease-revenue bond proceeds for a new Phase III AB 900 Jail Funding program with "readiness" as an award criteria. In addition, legislative staff is working on an agreement for a second-year public safety realignment formula that increases our allocation from \$10 to \$14 million. Finally, staff will advocate policies that result in community health care districts allocating a greater portion of property tax revenues directly to health care. Through a new partnership with GIS, the program will map the results of the Shared Vision 2025 community performance measures to illustrate changes resulting from services that contribute to improving our community. The program will continue to offer training, outreach materials and templates to achieve more consistent County messaging. The program will continue to improve preparedness through multi-agency crisis communications training. Engagement efforts will include organizing policy-issue specific forums and conducting County Civics 101 in the fall. In FY 2012-13 the program will complete the selection and implementation process to deploy the new CMS to improve ease of access to online services and information, support civic engagement opportunities and provide the ability to transact business with a common look and feel to brand San Mateo County.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percentage of strategies successfully acted upon	N/A	80%	90%
Percent of event participants that support for Shared Vision 2025 community outcomes	N/A	50%	65%

Intergovernmental Affairs (1214P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	5.0	5.0	5.0	5.0	
Funded FTE	5.0	5.0	5.0	5.0	
Total Requirements	934,232	971,944	1,228,401	1,176,575	(51,826)
Total Sources	398,270	316,745	362,454		(362,454)
Net County Cost	535,962	655,198	865,947	1,176,575	310,628

FY 2012-13 Program Funding Adjustments

1. 1. Elimination of One-Time Projects and Purchases: \$310,628

Fund Balance and expenditure appropriation used for one-time projects and purchases in FY 2011-12 has been eliminated.

Clerk of the Board (1215P)

Program Outcome Statement

Increase Board satisfaction and access to public records

Services Provided

The Clerk of the Board prepares the Board of Supervisors' agendas, sets and publishes public hearings, maintains historical records, responds to research requests, administers the process for appointments to Boards and Commissions and handles all property tax assessment appeals to ensure timely and accurate support services are provided to the public and Board of Supervisors.

Program Results

The Clerk of the Board implemented SIRE WebCenter this year to increase the percentage of Board agenda items published and accessible online, increase accuracy in Board agenda preparation, reduce number of days for posting agenda materials and minutes, and reduce usage of paper. It is anticipated that all agenda documents will be prepared, reviewed and posted using SIRE in FY 2012-13. The Boards and Commissions Administrative process was rewritten in preparation for SIRE implementation. The process will be automated providing ease of tracking membership appointments and terms, timely posting of commission agendas and minutes, and updates of Commission vacancies. Handbooks were developed for Commission members and prospective members to aid citizens in understanding the public process. The Assessment Appeals Board website was redesigned in March 2012. User testing showed that people are able to find the information they need in half the time they did before the redesign. The improvements provide better service to residents who are applying for an assessment appeal and should reduce the workload for support staff. The use of technology to improve customer service and streamline routine processes will continue next year. Priorities also include cross-training and improving desk procedures to better manage workloads during staff absences, and developing succession plans for each position to prepare for future retirements.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of Board members satisfied with the level of services provided by the Clerk of the Board	100%	100%	100%
Percent of Board agenda items published online and on time	98%	100%	100%

Clerk of the Board (1215P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	3.0	3.0	3.0	3.0	
Funded FTE	3.0	3.0	3.0	3.0	
Total Requirements	546,991	639,724	634,578	573,321	(61,257)
Total Sources	162,572	210,057	177,656	124,569	(53,087)
Net County Cost	384,418	429,667	456,922	448,752	(8,170)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Elimination of One-Time Projects and Purchases: (\$8,170)**

Fund Balance and expenditure appropriation used for one-time projects and purchases in FY 2011-12 has been eliminated.

Shared Services (1250P)

Program Outcome Statement

Provide mail, surplus property, and purchasing services

Services Provided

The Shared Services Program procures quality goods and services, distributes internal and U.S. Mail, and facilitates the redeployment or disposition of surplus property in a cost-effective, accurate, and timely manner.

Program Results

The Shared Services Program is identifying opportunities to streamline services and expand cost-savings. In FY 2011-12, program staff participated in the County's Business Process Redesign to enhance the purchasing process. Staff annually process over 4.2 million pieces of mail and handle \$52 million purchasing requests. Customer satisfaction ratings remain above the County's target of 90% of customers rating services as good or better. Efforts to save County resources resulted in nearly \$9 million in savings in FY 2010-11 through the use of vendor agreements, purchase orders and utilization of Pony mail (internal) rather than U.S. Mail. Staff continues to collaborate with departments to issue Request for Proposals and provide Countywide training on purchasing processes/best practices. During the next fiscal year, staff will continue to provide training and expand vendor agreements to generate additional savings; focus on savings in copiers, desktop equipment and office supplies; create a Group Purchasing Organizations (GPO) and Vendor Agreement user guide and provide training for departments; begin implementing recommendations from the Business Process Redesign (BPR) Purchasing Team; and reorganize to implement succession planning needs.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of customer survey respondents rating services good or better- Purchasing / Mail	100% / 92%	100% / 92%	90% / 90%
Dollars Saved through Purchase Orders/Vendor Agreements and Mail Services vs. U.S. Postal Service	10,223,811	10,000,000	10,000,000

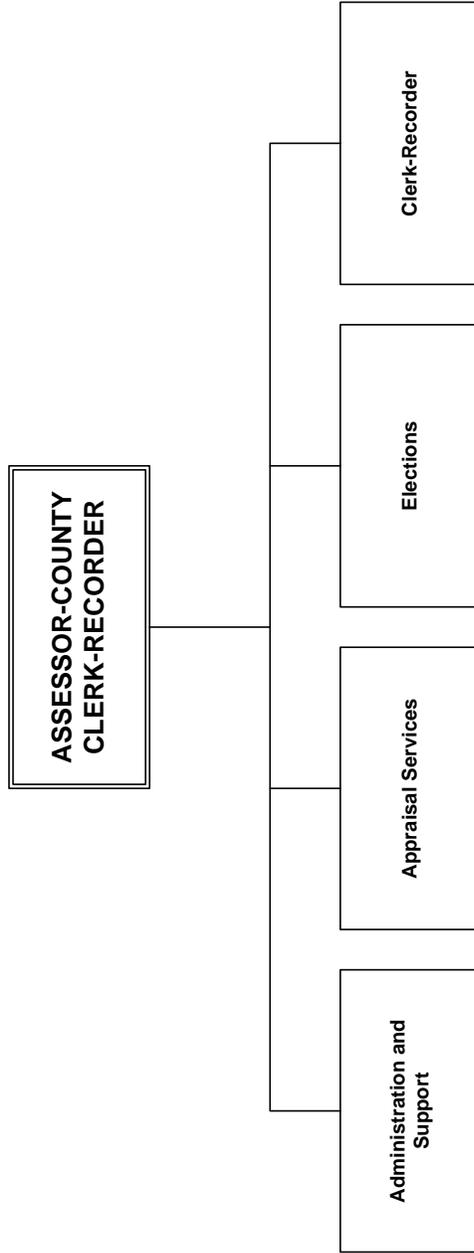
Shared Services (1250P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	14.0	13.0	12.0	12.0	
Funded FTE	14.0	13.0	12.0	12.0	0.0
Total Requirements	1,597,758	1,587,516	1,479,012	1,474,903	(4,109)
Total Sources	246,358	242,156	206,950	204,081	(2,869)
Net County Cost	1,351,399	1,345,360	1,272,062	1,270,822	(1,240)

FY 2012-13 Program Funding Adjustments

There are no significant changes.

ASSESSOR - COUNTY CLERK - RECORDER



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

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	20,599	491,391	173,490	8,600	(164,890)
Charges for Services	9,503,479	9,171,873	9,467,105	9,119,199	(347,906)
Miscellaneous Revenue	69,549	54,386	11,000	39,000	28,000
Total Revenue	9,593,628	9,717,649	9,651,595	9,166,799	(484,796)
Fund Balance	1,222,009	1,556,215	1,897,548	1,045,341	(852,207)
TOTAL SOURCES	10,815,637	11,273,864	11,549,143	10,212,140	(1,337,003)
REQUIREMENTS					
Salaries and Benefits	13,545,729	13,962,264	16,009,073	14,983,961	(1,025,112)
Services and Supplies	3,953,508	3,721,169	5,172,805	3,128,757	(2,044,048)
Other Charges	2,154,824	2,185,951	2,079,485	2,139,767	60,282
Fixed Assets	19,043	55,972	20,000		(20,000)
Gross Appropriations	19,673,104	19,925,357	23,281,363	20,252,485	(3,028,878)
Intrafund Transfers	(1,798,964)	(1,348,138)	(3,859,000)	(2,223,000)	1,636,000
Net Appropriations	17,874,140	18,577,218	19,422,363	18,029,485	(1,392,878)
Contingencies/Dept Reserves	1,103,009	689,203	826,373	826,373	
TOTAL REQUIREMENTS	18,977,149	19,266,421	20,248,736	18,855,858	(1,392,878)
NET COUNTY COST	8,161,512	7,992,557	8,699,593	8,643,718	(55,875)
AUTHORIZED POSITIONS					
Salary Resolution	113.0	114.0	112.0	112.0	
Funded FTE	113.2	113.4	111.4	111.9	0.4

Assessor-County Clerk-Recorder (1300D)

Department 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.

Mandated Services

- 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
- Promotes civic involvement in the election process by registering eligible voters and conducting honest and accurate elections on behalf of the citizens of San Mateo County
- Creates, maintains, preserves and provides access to public records, such as birth, death and marriage certificates, processes marriage licenses and fictitious business names, records documents of private property ownership and provides customer service to the general public, government agencies and the private sector, in order to preserve and provide access to official and historical records
- Provides real-time roll data for Land and Improvement roll changes (Assessor Roll Tracker) that benefits county and local government in managing revenue changes and impacts of appeals, open activities and supplemental changes
- Defends the County's valuations before the Assessment Appeals Board (AAB) and/or the Courts
- Serves as the filing officer for, among other filings, Conflict of Interest Code and Loyalty Oaths
- Acts as a resource for voting and registration information
- Collects transfer tax when property changes ownership
- Collects fees for other County departments (e.g. HSA Domestic Violence Program)

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Charges for Services

- Decrease due to a reduction in Property Tax Administration Fees and Supplemental Tax Administration Fees: (\$300,000)
- Decrease due to fewer fees charged to other agencies for election costs because there is only one major scheduled election: (\$735,351)
- Increase due to document recording fees and Trust Fund revenue: \$735,595
- Decrease due to other adjustments: (\$48,150)

Salaries and Benefits

- Decrease due to fewer temporary election employees because there is only one major scheduled election: (\$1,025,112)

Services and Supplies

- Decrease due to only one major scheduled election and the elimination of one-time projects: (\$2,044,048)

Intrafund Transfers

- Decrease due to only one major scheduled election: \$1,636,000

Major Accomplishments in FY 2011-12

The Appraisal Services program produced a \$142.5 billion FY 2011-12 local property assessment roll on schedule. The program developed and implemented a more sophisticated valuation model for the Decline in Value process that produces comparable sales, with adjustments for significant variables between the comparables and the property being reviewed. This has resulted in an increase in the efficiency of the Decline in Value process by 15%. The new model also enables the Appraisers to share the actual sales data with the property owner, which should reduce the likelihood of these owners filing an assessment appeal in the future.

The Elections program implemented online tools for enrolling registered voters in the "Go Green" paperless voter materials program, scheduling election officer training, and accessing other election specific information. The County's first all-mail special election was conducted in May 2011 to fill a vacancy on the Board of Supervisors at a cost of \$1.62 per voter, instead of \$4.21 per voter for a similar past election. Not only did the election cost less than a traditional election, it also resulted in a higher voter turnout. The Department will continue to work with its legislative partners to extend all-mail ballot elections beyond special and regional elections.

The Clerk-Recorder expanded the electronic recording of property documents, which makes it easier for residents and staff to retrieve public records. A Request for Proposals was conducted to select a contractor for the third and final phase of the Social Security Number Truncation Program.

Changes, Challenges, and How to Measure Success in FY 2012-13

An increase in the number of decline in value applications and assessment appeals continue to be a source of increased workload in Appraisal Services. This trend has resulted in delays in enrollment of assessments and a growing backlog of complex appraisal workload. In order to mitigate the unprecedented backlog of Assessment Appeal filings, the department 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 Assessor and the County Manager's Office will work together over the next few months to identify the appropriate level of staffing needs to address the increase of Decline in Value applications and assessment appeals. In order to track progress, the Assessor, County Manager's Office (CMO) and Assessment Appeals Board (AAB) will work together to focus on increasing the number of assessment appeals resolved by June 30 each year.

The nationwide Presidential General Election is scheduled for November 6, 2012 and will require a significant amount of resources because new voter registration and voter turn out is typically much higher during a Presidential race. The addition of an Elections Specialist III last fiscal year will help the Elections staff operate smoothly. Other new processes and systems such as new voter management software, state of the art scanning and imaging equipment, and geo-coding, as well as the anticipated statewide online voter registration system will enhance the program's ability to handle the increase in registered voters and voter turnout.

Finally, the Department will select a contractor for the third and final phase of the Social Security Number Truncation Program that protects private information by redacting social security numbers from documents in the Clerk-Recorder's office. This final phase entails converting microfilm records dating from 1980 to 1996 into digital documents so that the first five digits of Social Security Numbers can be redacted. This project will last two to three years and will be funded by the Social Security Number Truncation Program Trust Fund.

Other Department Initiatives

- Work with the Human Resources Department on succession planning efforts
- Evaluate the needs of the Assessor's Office for a new or upgraded property tax system
- Implement data storage and backup project and replace obsolete servers
- Preserve and digitize the historical Grantor/Grantee index books
- Replace the Elections Division's internal phone system

Appraisal Services (1310P)

Program Outcome Statement

Produce fair, equitable and timely property tax assessment rolls

Services Provided

Annually, the Appraisal Services program values and enrolls all tangible property, including residential, commercial, agricultural and business 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 Appeals Board and the courts. When applicable, disputes are resolved through written agreements on property valuations with taxpayers. Property declarations of major business interests are audited to ensure compliance with property tax regulations, and enroll assessed value deficiencies when appropriate. Due to the weakened real estate market, the program currently reviews approximately 40,000 residential and commercial properties for Decline in Value enrollment and defends the valuation of over 1,500 residential and commercial properties before the Assessment Appeals Board each year. The Assessor partners with fiscal administrative leaders of cities, school districts and special districts, to keep them updated on the status of the assessment roll and changing market conditions, which are essential for local government fiscal planning and budgeting.

In FY 2010-11, staff processed 36,600 transfer, sale and new construction events that occur when properties change ownership, are newly constructed or altered by a remodel, and reviewed 36,800 properties for declines in value. Staff also audited 277 major businesses for declaration compliance and reviewed 17,564 annual business property declarations to accurately enroll business property asset acquisitions and disposals. Tax relief was processed for 86 property owners whose properties were damaged or destroyed due to disaster. Additionally, the program provided 1,433 exemptions to religious and non-profit organizations with an assessed value of \$2.69 billion and 130,610 homeowners' tax exemptions.

Program Results

Staff produced a \$142.5 billion FY 2011-12 local assessment roll, processing all activities on schedule (i.e., by June 30, 2011). Staff developed and implemented a more sophisticated valuation model for the Decline in Value process. The model produces comparable sales, with adjustments for significant variables between the comparables and properties being reviewed. In FY 2011-12, the program anticipates reviewing 40,000 residential and commercial properties for declines in value and fully or partially increasing the values of 30% of these properties, and processing 36,500 other activities, all of which will increase the tax base of local government. Additionally, staff anticipates resolving 1,575 property assessment appeals in FY 2011-12, which is approximately 30% 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.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of real property activities processed by close of roll	100%	92%	92%
Percent/ Number Assessment Appeals resolved by June 30	36% 1,336	30% 1,575	28% 1,860

Appraisal Services (1310P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	72.0	74.0	72.0	72.0	
Funded FTE	72.0	73.4	71.7	71.9	0.2
Total Requirements	10,274,295	10,487,857	11,414,214	10,927,349	(486,865)
Total Sources	4,758,992	5,354,904	5,599,391	4,882,341	(717,050)
Net County Cost	5,515,304	5,132,953	5,814,823	6,045,008	230,185

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Property Tax Administration Fees and Supplemental Tax Fees Reduction: (\$300,000)**

Due to the declining value of taxable property in San Mateo County, revenue generated through Property Tax Administration Fees and Supplemental Tax Administration Fees has been reduced.

2. **AS-400 Replacement: (\$300,000)**

Back out one-time funds for the future purchase of a replacement to the AS-400 Property Tax System. The funds were deposited into the newly created Assessment System and Application Trust Fund for the future purchase of the replacement equipment.

Administration and Support (1320P)

Program Outcome Statement

Maintain the Department's high quality technical and fiscal operations

Services Provided

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. Five equally critical categories of resources are the basis for this mission: people, programs, finance, facilities and technology. All internal functions of the Department rely on a stable information technology environment which includes 24/7 access and user-friendly technology tools. Administration and Support serves as the County's filing officer for Loyalty Oaths and approximately 1,500 Conflict of Interest- Form 700s. In addition, the program processed over \$9 million of documentary transfer tax distributions to twenty cities and the County. The program also monitors training and professional certification compliance for fifty-five (55) staff members. Finally, Administration and Support administers and maintains the department's intranet and two public facing websites (smcare.org for the Assessor-County Clerk-Recorder and shapethefuture.org for Elections) which provide important information to the public.

Program Results

The Administration and Support program successfully managed all three divisions to ensure staff accomplished their work in an efficient and timely manner while maintaining a fiscally sound budget. Forty (40) new computers were purchased for staff members last year and technology issues were resolved in a timely manner. This enabled staff to be more productive by spending less time resolving computer and technical problems. As a result, the program estimates that 85% of the department's information technology customers will rate services as good or better this year and next year. The Administration and Support program costs are only expected to be 6.1% of the total department budget in FY 2011-12, and the same in the following fiscal year. Maintaining a reasonable level of cost for department administration allows the majority of expenditures to be spent on delivering core services to the public.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of information technology customer service respondents rating services good or better	87%	85%	85%
Administration and support costs as percent of total department budget	6.1%	6.1%	6.1%

Administration and Support (1320P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	8.0	8.0	7.0	7.0	
Funded FTE	8.2	8.0	7.0	7.0	
Total Requirements	1,208,211	1,252,729	1,110,452	1,173,044	62,592
Total Sources	307,495	1,302	325,904	263,640	(62,264)
Net County Cost	900,716	1,251,427	784,548	909,404	124,856

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Micrographic Conversion Fees: (\$62,264)**

The amount of Trust Fund revenue allocated to this program decreased by \$62,264.

Elections (1330P)

Program Outcome Statement

Registers voters and conducts fair and accurate elections

Services Provided

The Elections Office promotes civic involvement in the election process by registering eligible voters and conducting honest and accurate elections on behalf of the citizens of San Mateo County. The Office provides community education to increase voter registration and turnout, maintains a voter registration file, trains poll workers to staff voting precincts, verifies and processes candidate and initiative petitions, prepares, distributes and processes Vote by Mail ballots, equips voting precincts, tabulates election results, and audits and certifies the results. Election materials are available in English, Spanish and Chinese in order to engage a well-educated and diverse voter population. The current number of registered voters in San Mateo County is 334,572.

Program Results

The County's first all-mail special election to fill a vacancy on the Board of Supervisors in May 2011 was a great success. The cost for the all-mail election was \$1.62 per voter, compared to \$4.21 per voter spent in the Special Congressional Open Primary Election in April 2008. New voter management software and state-of-the-art scanning and imaging (including Intelligent Character Recognition) was implemented to ensure accurate processing of voter registration forms. The voter address database was converted from street range addresses to a single address relationship for each voter file. This allows for Geo-coding of each address to create point address data to accommodate data sets such as parcel address data, Tax Rate Area and census data. Conjoining address data with the County's Geographical Information System efficiently and accurately mapped new political district boundaries drawn by the California Citizens Redistricting Commission and the Board of Supervisors, changing precinct lines and reallocating voters to new districts.

In order to reduce costs this year, a web application was designed and built to allow voters to "opt out" of receiving sample ballots and voter information pamphlets. Three large scale email blasts were sent out to encourage voters to participate in our "Go Green" initiative. An estimated savings of \$16,950 per election is the result of 22,600 voters making this choice.

The November 6, 2012 Presidential General Election will have the highest turnout with the highest number of new citizens participating by registering to vote during a four-year election cycle. The aforementioned new system and process improvements along with the anticipated on-line voter registration system scheduled to be deployed in late summer by the Secretary of State will enhance our ability to handle the large workload.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of eligible voters registered to vote ¹	70.1%	70.3%	71%
Percent of registered voters who voted in the last election ¹	65.3%	28.7%	77%

¹ These performance measures are based on the percentage of eligible voters who actually registered to vote and the percentage of registered voters who actually voted in the November 2010 Gubernatorial Election and the November 2011 Consolidated Election. The target is for the November 2012 Presidential General Election.

Elections (1330P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	11.0	11.0	12.0	12.0	
Funded FTE	11.0	11.0	11.8	12.0	0.3
Total Requirements	3,831,730	3,980,425	4,364,532	3,437,963	(926,569)
Total Sources	2,530,566	2,306,976	2,425,998	1,071,450	(1,354,548)
Net County Cost	1,301,165	1,673,449	1,938,534	2,366,513	427,979

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Prior Year Election Costs (\$3,859,000)

One-time funding for three scheduled major elections in FY 2011-12 has been eliminated.

2. Elections Equipment (\$364,470)

Back out one-time funds for the future purchase of replacement voter equipment and elections phone system. The funds were deposited into the newly created Election Equipment Trust Fund for the future purchase of the replacement equipment.

3. Presidential Election 2012: \$3,223,000

The Presidential General Election will take place on November 6, 2012. The estimated cost of this significant election is \$3,223,000, which includes the cost of hiring extra-help positions to staff polling locations, ballot printing costs, and other election related expenses. The Department expects to receive \$1,000,000 in revenue from other jurisdictions to offset the cost of the November Presidential Election.

County Clerk-Recorder (1340P)

Program Outcome Statement

Record property transactions timely; preserve public / vital records

Services Provided

The County Clerk-Recorder's Office 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 and performing wedding ceremonies, filing fictitious business name statements as well as other professional registrations. On a daily basis, the Office receives approximately 250 telephone calls and 100 walk-in customers. The Office also records approximately 700 land-transaction documents and issues approximately 90 certified copies of vital records each day. There are approximately 400 types of land-related documents deemed to be recordable which staff is trained to examine and process. In addition, the County Clerk-Recorder is the official guardian of the historical records for the County. These historical records include maps, land transaction books containing all grantor and grantee names, as well as microfilm of all recorded documents.

Program Results

In providing the direct services to the public, the County Clerk-Recorder's Office offers a friendly environment with twenty 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 FY 2012-13, the Office expects to electronically record ten percent of all documents recorded. Both land records and vital records can be electronically recorded. Currently, all vital records are recorded electronically. Land records are submitted by title companies and lenders and can be submitted electronically using a state approved system. Electronically recorded documents decrease the amount of time it takes to make records available to the public. Additionally, all land and vital records are scanned daily making them readily available to staff and the public. Other documents such as fictitious business name statements and Coroner Reports are scanned weekly. With respect to customer service, the Office expects that 85% of customers will rate the services good or better in FY 2012-13. Customers rate the Office on several categories ranging from courtesy and helpfulness to staff availability. Staff has been cross-trained in order to guarantee proper coverage at each counter. In FY 2012-13, the Clerk-Recorder will select a contractor to complete the third and 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 1996 and 1980 within two to three years.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of documents recorded electronically	9%	9%	10%
Percent of customer survey respondents rating services good or better	84%	85%	85%

County Clerk-Recorder (1340P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	22.0	21.0	21.0	21.0	
Funded FTE	22.0	21.0	20.9	21.0	
Total Requirements	3,662,912	3,545,410	3,359,538	3,317,502	(42,036)
Total Sources	3,218,584	3,610,682	3,197,850	3,994,709	796,859
Net County Cost	444,327	(65,272)	161,688	(677,207)	(838,895)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

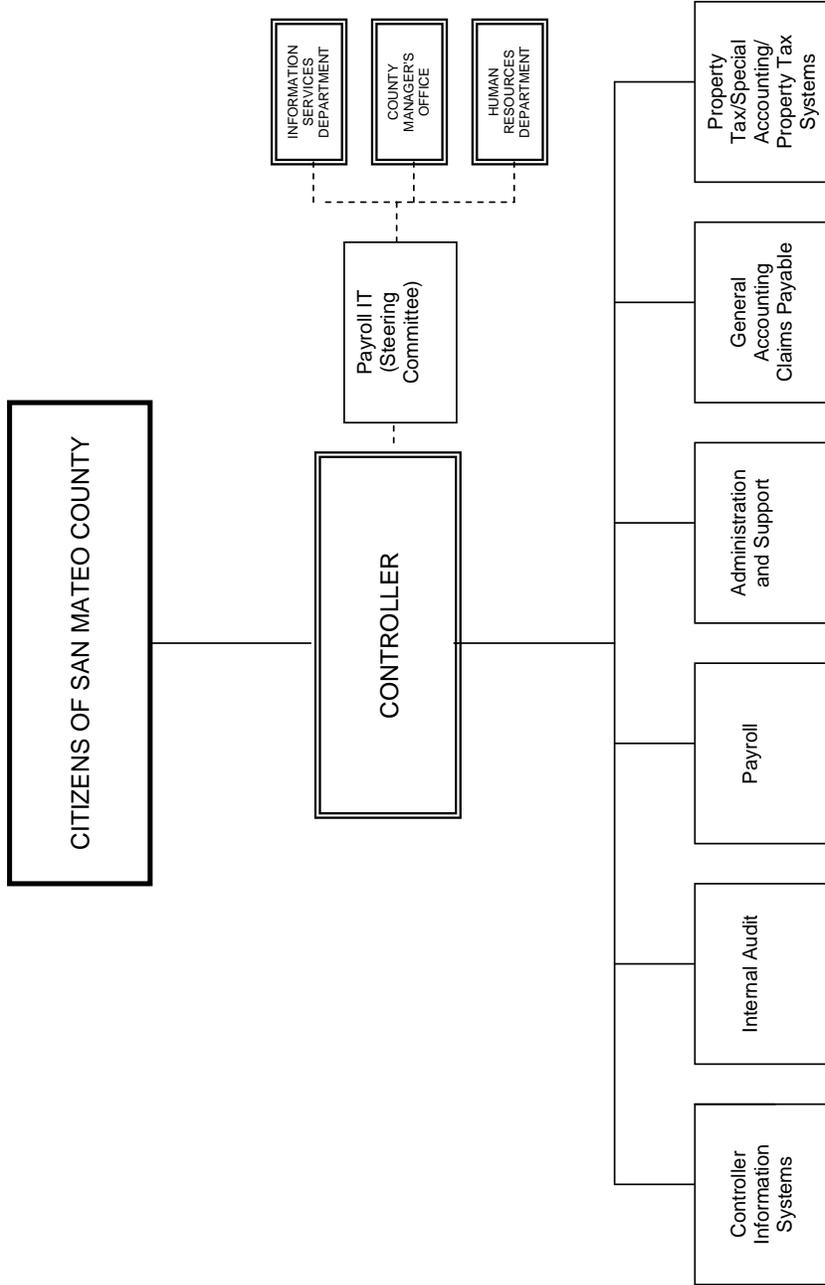
1. Increase Vital Records Fees and Document Recording Revenue \$380,000

The State of California increased the service fees charged to customers for vital records such as birth and death certificates in 2012 which caused the revenue to increase by \$80,000. Document recording revenue is expected to be approximately \$300,000 more in FY 2012-13 than in the prior fiscal year.

2. Revenue from Trust Funds: \$412,859

The amount of funds needed from the Vital and Health Statistics Trust Fund, the Electronic Recording Trust Fund, and the Modernization Trust Fund to cover program operations has increased.

CONTROLLER'S OFFICE



Controller's Office (1400B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property		10			
Charges for Services	1,123,531	1,442,495	1,446,259	1,593,631	147,372
Interfund Revenue	170,812	179,590	100,674	116,723	16,049
Miscellaneous Revenue	35,784	133,164			
Total Revenue	1,330,127	1,755,260	1,546,933	1,710,354	163,421
Fund Balance	1,022,394	1,295,954	1,612,514	1,382,984	(229,530)
TOTAL SOURCES	2,352,521	3,051,214	3,159,447	3,093,338	(66,109)
REQUIREMENTS					
Salaries and Benefits	5,146,702	5,429,038	5,725,768	5,762,472	36,704
Services and Supplies	272,707	218,498	219,199	233,170	13,971
Other Charges	1,786,802	1,832,014	1,984,093	2,722,364	738,271
Fixed Assets	46,208		80,997		(80,997)
Gross Appropriations	7,252,419	7,479,551	8,010,057	8,718,006	707,949
Intrafund Transfers			(56,037)	(58,793)	(2,756)
Net Appropriations	7,252,419	7,479,551	7,954,020	8,659,213	705,193
Contingencies/Dept Reserves	751,230	1,041,790	1,261,149	641,360	(619,789)
TOTAL REQUIREMENTS	8,003,649	8,521,341	9,215,169	9,300,573	85,404
NET COUNTY COST	5,651,128	5,470,127	6,055,722	6,207,235	151,513
AUTHORIZED POSITIONS					
Salary Resolution	44.0	42.0	43.0	42.0	(1.0)
Funded FTE	42.6	42.0	42.5	41.5	(1.0)

Controller's Office (1400B)

Department 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.

Mandated Services

- Provide County financial information
- Property taxes: calculate bills, apportion taxes, maintain tax rolls, process refunds
- Process Accounts Payable for 95% of dollars paid
- Review and approve all major journal entries and contract entries in IFAS
- Provide Grand Jury Auditor support
- Provide payroll services to County, Courts and special district employees
- Manage and support County's financial information system (IFAS)
- Train IFAS users and provide complex technical assistance to IFAS users
- Perform financial statement and operational internal audits
- Complete complex special projects (e.g., ERAF, AB 26, Property Tax projects)
- Manage and support property tax system
- Manage preparation of Countywide OMB A-87 Indirect Cost Allocation Plan and SB-90 Cost Reimbursement Claims

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Charges for Services

- Increase due primarily to collecting fees from other agencies and increases in property tax fees: \$147,372

Salaries and Benefits

- Increase primarily due to negotiated salary and benefits increases and the addition of one Financial Services Manager II, offset by the deletion of one vacant Senior Internal Auditor and one vacant Accountant I/II: \$36,704

Reserves

- The decrease in Reserves and increase in Other Charges are primarily due to transferring Payroll IT Reserves from the Controller's Office to the Information Services Department: (\$619,789)

Major Accomplishments in FY 2011-12

The Controller's Office successfully completed statutory requirements and met critical reporting deadlines of the recently passed Assembly Bill 26 (AB26), Redevelopment Agency Dissolution. Our operational audits and special projects helped the County generate revenue enhancements and cost savings of \$88 million. Payroll, in conjunction with Human Resources and ISD, began implementation of ATKS Phase II for 24x7 employees and also issued a Request for Proposal for a new Human Resource/Payroll Information System to replace our current system that is at end-of-life. We produced the County's award-winning Comprehensive Annual Financial Report (CAFR) with a clean opinion from the Grand Jury Auditors and the Popular Annual Financial Report (PAFR). Electronic payments to vendors were implemented as was electronic document imaging for accounting transactions. We recovered over \$900,000 of disaster-related reimbursements, and increased Countywide SB-90 reimbursement claims by

approximately \$400,000. We achieved these accomplishments in addition to our statutorily required work that includes meeting payroll bi-weekly accurately and timely, calculating and distributing secured, unsecured and supplemental property taxes, maintaining our accounting system (and negotiating a 10% reduction in cost), conducting statutory audits, and acting as the County's key accounting internal control center.

Changes, Challenges, and How to Measure Success in FY 2012-13

Redevelopment Agency Dissolutions: In addition to our annual Property Tax computations, apportionment and reporting, the Controller's Office must also implement the new law (AB 26) for the dissolution of Redevelopment Development Agencies (RDAs). AB 26 has aggressive deadlines, legal complexities and limited State guidance. We have reprioritized our work to allow our Audit and Property Tax teams to respond to this challenge. Success with the RDA dissolution work will be achieved if the County's property taxes are correctly and timely calculated and distributed. We will undergo a slight departmental reorganization for additional Property Tax Division support. This will result in a decrease in Net County Cost for the Controller's Office.

Focused Strategy Management Initiative: Operational audits, studies, and consultant reports generate numerous recommendations for cost saving and process improvements in County departments. The Controller's Office plans to move its operational audits to the next level; to assist in implementation of complex, high value recommendations and measure the results. Measures of success will include actual budget savings and improved customer service efficiencies.

Reducing Countywide Financial Accounting Risk: As the County resizes its workforce, the risk of a breakdown in internal financial accounting controls increases. This can result in errors and irregularities that have negative financial and public perception impact. To address this issue, we are changing the focus of one third of our Internal Audit Division toward performing risk based internal control procedures. We will perform risk analyses, perform Countywide training and review controls over fungible assets (e.g., cash) and utilize other best practices (e.g., continuous automated monitoring). Success will be measured by the number of completed internal control audits, trainings, and other new reports (e.g., enhanced reporting of Special District financial statements). It is difficult to measure savings associated with the resulting Countywide increase in awareness of the importance of internal accounting controls (much like paying for an insurance policy) but we hope to also perform some audits (e.g., Transient Occupancy Tax audits) that may increase County revenues.

Implementation of ATKS 24x7 Timekeeping: Our Payroll will be implementing, with Human Resources and ISD, ATKS's 24x7 timekeeping capabilities at the Medical Center. Success will be measured by successful implementation and budget savings associated with "right sizing" the workforce to our needs (e.g., patient acuity).

Selection and Planning for Implementation of a New Human Resource/Payroll IS: As part of the County's five year Information Management Project Committee, the Board approved replacing our current Payroll system, which is at end-of-life. This multi-year project requires significant effort of our Payroll Division, in conjunction with Human Resources and ISD. In FY 2012-13, we will select a vendor and develop a project plan for replacement of our current system.

Implementation of Automated Accounts Payable Transaction Information: In conjunction with accounting system users and ISD, we will conduct a pilot for centrally scanning vendor invoices, electronically routing them to users for approval, and input of accounts payable information to our accounting system. If the pilot is successful we will implement Countywide. We will measure the increase in discounts received from efficient processing and payment of invoices.

Upgrade of Financial Accounting System (IFAS): Since IFAS was implemented at the County in FY 1995-96, we have regularly performed upgrades. Relative to other counties our size, the cost of ownership of IFAS is exceedingly low and we have increased efficiencies with continuous upgrades (e.g., electronic payments). Success will be measured by the completion of the upgrade in FY 2013-14.

Administration (1411P)

Program Outcome Statement

Improve Department performance through strategy, guidance and support

Services Provided

The Controller's Office Administration program strategically plans and directs the work of all Controller's Office programs. The program manages the Department's personnel work, budget, contracts, purchases, payables, file management, training, safety management, responds to media and public inquiries, and assists with various Countywide contracts and projects initiated by the County Manager's Office.

Program Results

The program ensures that the Department operates effectively and efficiently. In addition, the program's management of Countywide contracts and projects benefits multiple County departments. The program coordinated the County's recovery of over \$900,000 in reimbursements for disaster-related assistance. The coordination of the annual preparation of the Countywide Office of Management and Budget A-87 Indirect Cost Allocation Plan helps maximize funding from grants and other sources. The program's management of the Countywide SB-90 reimbursement claims for State mandated activities helps maximize the amount of our claims. Most notably, an adjustment in the calculation for annual productive hours resulted in an increase of approximately \$400,000 in the past year's claims. The program does not expect any major changes in FY 2012-13. The goal is to meet targets on 90% of department performance measures and find that 90% of survey respondents rate Controller's services good or better.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of performance measures that met target	100%	100%	90%
Percentage of survey respondents rating Controller's services good or better	98%	94%	90%

Administration (1411P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	7.0	7.0	6.0	5.0	(1.0)
Funded FTE	6.8	7.0	5.8	4.5	(1.3)
Total Requirements	2,218,756	2,123,951	1,590,630	1,341,335	(249,295)
Total Sources	621,453	545,457	493,442	486,137	(7,305)
Net County Cost	1,597,303	1,578,493	1,097,188	855,198	(241,990)
NCC Breakdown					
Total - Snapshot Accounts	921,445	1,008,165	999,720	772,379	(227,341)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Transfer

One filled position has been transferred to the Property Tax/Special Accounting program. There is no fiscal impact to the Department.

Internal Audit (1421P)

Program Outcome Statement

Mitigate financial risks and improve operations Countywide

Services Provided

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 new revenue and opportunities to conduct business more efficiently. The program also performs special projects and various other tasks mandated by legislation. Sixteen financial and compliance audits were performed; including First 5 San Mateo, Narcotics Task Force and the Child Development Program. Operational audits include purchasing, contracts and Revenue Services. Countywide reviews include trust funds, investments, continuous monitoring of IFAS disbursements and review/documentation of internal controls relating to risk assessment over financial reporting and compliance. Special projects include work relating to the Education Revenue Augmentation Fund (ERAF) distribution, the Single Audit and implementation of the various requirements of AB 26, the State mandated dissolution of Redevelopment Agencies. Starting in FY 2012-13, the financial audits section (about 35% of the program) will be transitioning to risk based audits and reviews of County programs and special districts. There are over 200 County programs and 74 special districts – 43 of them County-governed. Also in FY 2012-13, operational auditors will become a key part of a new Countywide Strategic Management Team, spearheaded by the Controller's Office. This task force will assist County Departments with implementing the numerous recommendations received for process improvements.

Program Results

As a result of operational audits and special projects, the Program helped the County generate revenue enhancements and cost savings of \$86 million in FY 2010-11 and \$88 million in FY 2011-12. These enhancements and savings were obtained from the Educational Revenue Augmentation Fund, operational audits such as purchasing and materials management, and the countywide Trust Funds review. The financial statement audits and compliance audits relating to State and federal grants and local contributions (about \$20 million) provide assurance that funding terms and conditions are met. Assistance with the Single Audit has helped the County meet reporting requirements for federal grants totaling \$160 million. Our assistance with implementing AB 26 ensures all taxing entities' interests are adequately safeguarded as significant changes are made to property tax distribution formulas and critical reporting deadlines are met. We have successfully met the Controller's statutory requirements to date under AB 26, despite our limited available resources and short time frame for implementation. With respect to remittances to the State of fines, fees and forfeitures, no exceptions were noted in a recent State audit regarding the program's processes. The audits and reviews performed by the program cover about 17% of the County budget, ensure sufficient internal controls exist, and assist in identifying areas of concern for corrective action. They will result in more accurate financial accounting in the County and other governmental entities.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Dollar savings per Audit employee	\$9,032,192	\$10,000,000	\$36,500
Percent of County budget covered by internal controls review (risk reduction)	17%	17%	10%

Internal Audit (1421P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	10.0	9.0	9.0	8.0	(1.0)
Funded FTE	9.5	9.0	8.7	8.0	(0.7)
Total Requirements	1,200,859	1,324,214	1,422,976	1,344,647	(78,329)
Total Sources	140,917	142,145	114,060	133,897	19,837
Net County Cost	1,059,943	1,182,069	1,308,916	1,210,750	(98,166)
NCC Breakdown					
Total - Snapshot Accounts	1,079,503	1,144,982	1,198,409	1,096,693	(101,716)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Office Reorganization: (\$128,369)**

One vacant, full-time Senior Internal Auditor position has been deleted. Savings from the deletion of this position will offset the increased cost of the added Financial Services Manager II position in the Property Tax program.

Payroll Services (1431P)

Program Outcome Statement

Ensure accurate compensation is provided to employees

Services Provided

The Payroll Services program is responsible for the following services: processing bi-weekly payroll for approximately 8,500 employees who work for San Mateo County, San Mateo County Courts, and six different special districts. The County charges the Courts and the special districts to process payroll for their employees. The ATKS timekeeping system and PIPS payroll system are used to process employee hours. Program staff ensures that the bi-weekly payroll balances between these two systems, the County's IFAS accounting system, and the bank. Staff are responsible for processing employee payroll requests, quarterly remittances to the State, annual W-2 forms for employees, mandated State Disability reporting, Workers' Compensation reporting, and retirement and garnishment payments. Payroll Services works with the Payroll Steering Committee to trouble shoot payroll problems, resolve issues and plan for the future. Finally, the program implements any new payroll system requirements such as changes to labor agreements, statutes or regulations.

The Payroll Common (IT) portion of the program is managed by the Payroll Steering Committee. The Committee is made up of Department Heads from the Information Services Department, Human Resources, Controller's Office, and the County Manager's Office. Payroll Common is responsible for the following services: supporting and maintaining all software and hardware needs for the PIPS (payroll) and ATKS (timekeeping) systems; improving the usability of the PIPS and ATKS systems for approximately 8,500 County, Court, and special districts employees; designing, developing and implementing new processes to ensure efficient and effective PIPS and ATKS systems; and managing required ATKS system updates and emergency tasks to remain current with federal and state payroll rules and regulations.

Program Results

The Payroll Services program ensures timely and accurate payment of wages and benefits to employees and satisfies the County's legal reporting and payment obligations to Federal and State mandating entities. The percent of payroll checks issued correctly is normally above 99%. The program is implementing a new ATKS 24/7 Advanced Scheduler Module in order to increase scheduling efficiencies at the Medical Center and other 24/7 County operations. The new system is expected to generate \$2.5 million in annual savings as a result of improved time card coding and automated employee time data entry. The Payroll Steering Committee is currently requesting proposals for a new Human Resources and/or payroll system that will replace PIPS and integrate with other systems used by the County. The ideal new payroll system would reduce duplication of work, errors, inconsistent data definitions, untimely data updates, and training costs. In FY 2012-13, Reserves are being moved from this program to the Information Services Department in order to make the funds available when the new payroll system is selected.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percentage of customer survey respondents rating services good or better	100%	100%	95%
Number and percent of payroll checks issues correctly	166,151 99.9%	159,000 99%	153,000 99%

Payroll Services (1431P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	6.0	6.0	6.0	6.0	
Funded FTE	5.9	6.0	6.0	6.0	
Total Requirements	1,800,991	2,242,305	2,744,833	2,765,039	20,206
Total Sources	25,405	358,527	635,324	677,298	41,974
Net County Cost	1,775,585	1,883,778	2,109,509	2,087,741	(21,768)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Consolidation of Payroll ISD Reserves:

Reserves in the amount of \$619,798 will be moved to the Information Services Department in anticipation of purchasing a new Human Resources Payroll System in FY 2012-13.

Controller Information Systems (1432P)

Program Outcome Statement

Maintain and improve the County's financial accounting system

Services Provided

The Controller's Information Systems program provides services to County departments and school districts located in San Mateo County. These services include: supporting the County's financial accounting system (IFAS); supporting the Controller's Office employee information systems needs; training all County fiscal employees to use IFAS correctly; responding to IFAS Help Desk inquiries; designing, developing and implementing new processes that reduce the countywide accounting workload and improve the usability of IFAS; working collaboratively with the General Accounting program and user departments to determine the best way to solve and complete complex transactions; preparing special request reports; and providing all check writing services for County departments.

Program Results

The Controller's Information Systems program continually improves and maintains the County's financial accounting system. The program trains 200 IFAS users annually, which reduces the number of financial errors and omissions. The program ensures IFAS is available for use during business hours. It also evaluates risk and takes steps to maintain and strengthen internal system controls. In order to streamline financial workload, at least two new business processes will be implemented in FY 2012-13. First, a Fixed Assets module will be added in IFAS to eliminate double data-entry and reduce the time required to account for fixed assets and depreciation. Second, the Controller's Office will begin scanning invoice documents and automating data extractions in order to reduce manual data-entry by staff. The program manages and reviews all costs associated with maintaining the functionality of IFAS, including identifying and implementing cost reduction opportunities such as the two described above. The program expects to maintain a high level of customer satisfaction at the Help Desk in FY 2012-13.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of new processes implemented resulting in increased accounting efficiencies	5	3	3
Percentage of Help Desk customers rating services good or better	98%	97%	90%

Controller Information Systems (1432P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	5.0	5.0	5.0	5.0	
Funded FTE	5.0	5.0	5.0	5.0	
Total Requirements	813,665	728,915	809,395	870,299	60,904
Total Sources	45,997	75,998	105,997	25,000	(80,997)
Net County Cost	767,668	652,917	703,398	845,299	141,901

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **One-Time Purchases: (\$80,997)**

One-time purchases have been eliminated.

General Accounting (1441P)

Program Outcome Statement

Maintain and improve integrity of County's financial records

Services Provided

The General Accounting program reviews and is a key point of internal control for all financial activities processed through the County's financial accounting system (IFAS). The program provides services to all County departments and various external agencies located within San Mateo County. These services include, but are not limited to: processing and reviewing approximately two million journal entries, all vendor payments over \$5,000, accounts payables, and contracts entered into IFAS; providing professional advice to departments and external agencies for complex accounting questions; maintaining sound internal accounting control procedures; compiling and analyzing financial information; and preparing statutory financial reports, such as the Grand Jury audited financial statements. Finally, program staff interacts with internal and external auditors to complete statutory audits.

Program Results

Oversight of the County's financial transactions by the General Accounting program reduces significant errors and omissions. The program produced the County's award-winning audited Comprehensive Annual Financial Report for the twelfth consecutive year and the Popular Annual Financial Report for the ninth consecutive year. These awards are an example of the program's commitment to the highest standards of transparent and accurate accounting and financial reporting. The County's sound financial records make it possible to obtain the best possible AAA/A1 credit rating, which enables the County to borrow at the lowest available interest rate when financing a large capital project.

In the current year, the General Accounting program implemented two major strategic processes that enhanced the integrity of the County's financial records. First, the new internal sales/use tax transaction audits enable the County to act quickly to prevent underpayments of sales and use taxes. Second, the Tax Identification Number (TIN) validation system for Internal Revenue Services 1099 reporting immediately corrects TIN errors. These new processes will help the County avoid significant potential fines. In an effort to reduce countywide operating costs, the program also implemented an electronic payment system, which allows vendor payments and employee reimbursement payments to take place electronically. This new process reduces the amount of staff time, postage and paper needed to process paper checks. Our target is to implement three additional accounting process improvements in FY 2012-13.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of accounting process improvements implemented	6	3	3
CAFR issued with unqualified opinion and GFOA award of excellence	100%	100%	100%

General Accounting (1441P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	8.0	8.0	9.0	9.0	
Funded FTE	7.5	8.0	9.0	9.0	
Total Requirements	832,305	841,825	1,120,030	1,134,860	14,830
Total Sources	78,918	111,585	106,821	118,821	12,000
Net County Cost	753,387	730,240	1,013,209	1,016,039	2,830

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Property Tax/Special Accounting (1461P) (1462P) (1463P)

Program Outcome Statement

Ensure accurate calculation and apportionment of property taxes

Services Provided

The Property Tax/Special Accounting program operates, manages and maintains the systems that are used to produce property tax bills and apportion the amount of property tax collected. This program also provides accounting services and support to twelve special districts and other agencies that maintain their funds with the County Treasurer.

Program Results

The Program ensures the correct and timely calculation of property tax bills. It also ensures the correct and timely apportionment of property taxes collected to taxing entities in San Mateo County. A significant challenge in FY 2011-12 was the implementation of AB 26, the State mandated dissolution of Redevelopment Agencies. The Controller's Office will continue to work with County Counsel, local government agencies and the State to ensure new reporting requirements and computation of complex property tax formulas are properly completed and implemented in accordance with the new legislation. A Senior Internal Auditor position will be converted into a Financial Services Manager II to increase resources dedicated to ensuring AB 26 operational and reporting requirements are timely and accurately completed. The State will reimburse County departments for costs incurred as a result of AB 26.

Last fiscal year, the Program initiated a knowledge sharing project to build engineering support for the current Property Tax System. New reporting, automated letters and e-mail remittances were provided for tax revenue apportionment, increasing efficiencies and accelerating the receipt of State reimbursements. In FY 2012-13, the Controller and Treasurer-Tax Collector will share the cost of maintaining the Property Tax System and develop the RFP requirements for a new system that can be used by both departments and the Assessor-County Clerk-Recorder. The Program's accounting services and support to twelve Special Districts and other agencies ensures that those entities have accurate accounting records.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of customer survey respondents rating Property Tax services good or better	100%	100%	95%
Percent of refunds issued correctly	100%	100%	100%

Property Tax/Special Accounting (1461P) (1462P) (1463P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	8.0	7.0	7.0	8.0	1.0
Funded FTE	7.9	7.0	7.0	8.0	1.0
Total Requirements	1,137,072	1,260,130	1,527,305	1,844,393	317,088
Total Sources	1,439,831	1,817,501	1,703,803	1,652,185	(51,618)
Net County Cost	(302,759)	(557,371)	(176,498)	192,208	368,706

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Property Tax System: \$115,000**

ISD support for the Property Tax System will be shared by the Controller and Treasurer-Tax Collector. The cost of the support will be funded by an increase in Net County Cost that will be offset by a corresponding decrease in Net County Cost for the Tax Collector.

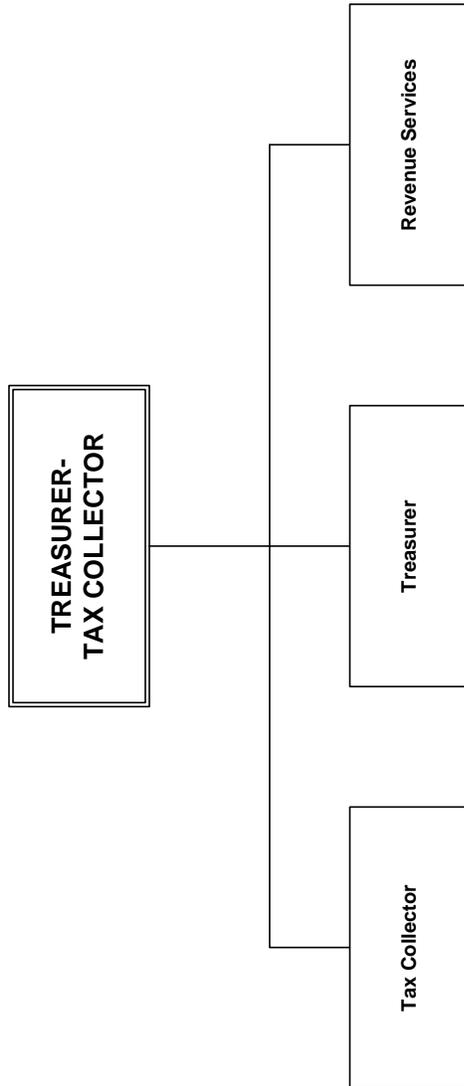
2. **Office Reorganization: \$54,343**

One vacant, full-time Accountant II position has been deleted and one vacant Financial Services Manager II position has been added in order to address the AB 26 Redevelopment Agency dissolution workload.

3. **Position Transfer**

One filled position was transferred from the Administration program. There is no fiscal impact to the Department.

TREASURER-TAX COLLECTOR



Treasurer - Tax Collector (1500B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	6,875	6,457	3,650	3,650	
Use of Money and Property	30,913	17,259	30,000	30,000	
Charges for Services	4,818,487	4,499,882	3,911,434	3,911,434	
Interfund Revenue	809,906	766,095	631,000	631,000	
Miscellaneous Revenue	139,886	109,347	81,500	81,500	
Total Revenue	5,806,067	5,399,040	4,657,584	4,657,584	
Fund Balance	4,607,149	4,420,835	4,436,260	4,237,256	(199,004)
TOTAL SOURCES	10,413,216	9,819,875	9,093,844	8,894,840	(199,004)
REQUIREMENTS					
Salaries and Benefits	6,269,689	6,328,022	7,387,940	7,099,414	(288,526)
Services and Supplies	1,604,056	1,094,737	2,756,472	2,704,753	(51,719)
Other Charges	989,218	1,017,602	1,098,861	1,083,041	(15,820)
Fixed Assets		60,185			
Gross Appropriations	8,862,963	8,500,547	11,243,273	10,887,208	(356,065)
Intrafund Transfers	(2,827,206)	(2,793,288)	(2,979,938)	(3,076,237)	(96,299)
Net Appropriations	6,035,757	5,707,259	8,263,335	7,810,971	(452,364)
Contingencies/Dept Reserves	1,060,848	1,587,663	1,728,321	1,728,321	
TOTAL REQUIREMENTS	7,096,605	7,294,922	9,991,656	9,539,292	(452,364)
NET COUNTY COST	(3,316,611)	(2,524,953)	897,812	644,452	(253,360)
AUTHORIZED POSITIONS					
Salary Resolution	63.0	63.0	61.0	61.0	
Funded FTE	65.0	63.0	61.0	61.0	

Treasurer-Tax Collector (1500B)

Department Mission Statement

The Treasurer-Tax Collector manages and protects the County's financial assets and ensures the greatest return on County funds through the efficient collection of property taxes, professional administration of the County treasury and support to County departments in their effort to recover revenues due to the County.

Mandated Services

- Bill and collect property taxes
- Manage the County investment pool
- Administer banking services
- Oversee paying agent responsibilities

Discretionary Services

- Provide billing and revenue debt collection services

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Salaries and Benefits

- Decrease primarily due to current level budget adjustments and meeting budget target: (\$288,526)

Net County Cost

- There is a decrease primarily due to the Tax Collector and the Controller agreeing to share ISD costs for Property Tax System stabilization, maintenance and knowledge transfer completion and other adjustments: (\$253,360)

Major Accomplishments in FY 2011-12

The Treasurer's Office earned in excess of 1%, on average, for the County pool surpassing the Local Agency Investment Fund benchmark. The Revenue Services program collected \$17 million in revenue, surpassing the goal of \$15 million. In line with its green effort, the Tax-Collector's Office initiated tax collection services in South San Francisco; assisting over 3,100 taxpayers since November, 2011, decreasing foot traffic in Redwood City and saving taxpayers time and fuel costs. Finally, the department conducted parallel testing of Lockbox processes with Union Bank. The outcome of implementing the new 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. Future cost savings will be realized in the reduction of vacant positions.

Changes, Challenges, and How to Measure Success in FY 2012-13

The reality is that maintaining earnings in the County Pool at FY 2011-12 levels is unlikely. The potential impacts of the European economic issues are unknown at this time. Improvement in the domestic economy is also uncertain. As the Department continues to focus on preservation of principal, an earnings rate in the range of 5/8ths percent is anticipated for the County Pool.

Acquiring system requirements to conduct a Request for Proposal for a new property tax system is an initiative for FY 2012-13. It is anticipated that once knowledge transfer of our current system to ISD staff is completed in September, ISD may be better able to assist with documenting these new requirements. The new property tax system will be shared by the Treasurer-Tax Collector, Controller, and Assessor-County Clerk-Recorder. Improvements to the current Property Tax System are frozen until September or on hold pending a new system. The inability to have minor

improvements programmed into the system until after September will impact minor plans to improve processes. Additionally, major improvements to processes must be placed on hold until a new system replaces the current outdated system.

Space at the Sheriff's sub-station on Kelly St. was approved as an alternative location to collect property taxes in Half Moon Bay. Staff is already designated to work there November 10th through December 10th and March 10th through April 10th each year. Reduced foot traffic in Redwood City is anticipated along with reduced wait time and fuel costs for taxpayers on the Coastside. Installing the correct signage and providing clear notification of business hours and days of operation to residents is imperative to avoid confusion and making sure that Sheriff sub-station staff are not burdened by residents trying to pay their taxes during the off-season.

Although Revenue Services has met their goals for FY 2011-12, the current economic situation continues to impede their ability to collect debt. More and 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.

At the end of the year the department will measure success by determining which goals were met and which goals were not met. Leadership will review which methods of improvement were developed and implemented, whether or not they had a positive impact on the organization as a whole, and the overall cost of the improvements. Finally, the Department will evaluate whether it was able to stay within the approved budget, whether it was successful with less staff, and whether customers were satisfied with the level of service provided.

Other Department Initiatives

- Implement Lockbox processes with Union Bank during the 2012-2013 property tax billing cycle.
- Research and develop methods to implement property tax E-bills.
- Create a Tax Collector Facebook and Twitter page to provide taxpayers several avenues for up-to-date information.
- Implement online chat capability for property tax information enhancing customer service options.
- Reduce the current 2.35% convenience fee to a flat fee for Visa Debit property tax transactions.
- Introduce MoneyGram, another payment option, to Revenue Service customers allowing them to make cash transactions during non-business hours at convenient locations throughout San Mateo County.

Tax Collector (1510P)

Program Outcome Statement

Provides property tax billing and collection services

Services Provided

The Tax Collector provides property tax billing and collection as well as public auctions for tax defaulted property. The program processes subdivision maps/parcel certifications and parcel segregations upon request. The Tax Collector's accounting unit balances and submits apportionment reports to the Controller in a timely manner and conducts payment history research for the IRS, tax service companies, attorneys and the Franchise Tax Board. The unsecured property tax unit issues mobile home estimates and clearances as well as supplemental, mobile home, co-op, and bulk transfers. The Tax Collector's office processes an average of 330,000 tax bills annually.

Program Results

The estimated cost to process a tax bill is \$16.00. In FY 2011-12, \$1.8 billion in property taxes was collected, exceeding our target of \$1.5 billion. The collection rate target for secured taxes was exceeded at 98%, surpassing the statewide collection average of 95.7%. The unsecured target rate of collection was exceeded at 99%, surpassing the statewide average of 95.7%. This year, the Tax-Collector implemented a Lockbox system that allows Union Bank to directly receive, process and deposit secured and supplemental property tax payments, which will reduce overall costs in the Department. In December 2011, the Tax Collector opened a new location in South San Francisco that accepts property tax payments and other payments. In November 2012, Coastside residents will be able to drop off property tax payments at another new location in Half Moon Bay. These two new locations will reduce fuel costs for residents and decrease traffic and parking congestion in Redwood City.

The Tax Collector and Controller budgets are being adjusted to include shared ISD costs for Property Tax System maintenance and knowledge transfer completion. Fixed system costs will remain in the Tax Collector's budget. Funds are being set aside in Non-Departmental to develop RFP requirements for a shared replacement system. Each department plans to spend the following year developing RFP requirements for a new shared Property Tax System.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Cost Per Bill	\$17.81	\$16.00	\$16.00
Collection rate Secured/Unsecured	98%/99%	96%/97%	96%/97%

Tax Collector (1510P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	19.0	19.0	17.0	16.0	(1.0)
Funded FTE	19.0	19.0	17.0	16.0	(1.0)
Total Requirements	3,748,024	3,835,200	4,631,794	4,385,443	(246,351)
Total Sources	4,326,026	4,199,270	3,740,991	3,740,991	
Net County Cost	(578,002)	(364,070)	890,803	644,452	(246,351)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Property Tax System: \$202,000**

In FY 2011-12, the Tax Collector and the Controller agreed to share ISD costs for Property Tax System stabilization, maintenance and knowledge transfer completion. Fixed system costs will remain in the Tax Collector's budget. The Tax Collector's Net County Cost was reduced by \$202,000, which will be used to increase the Controller's Net County Cost by \$115,000. The balance of \$87,000 will be set aside in Non-Departmental Services to develop Request for Proposal requirements for a new shared Property Tax System. The Tax Collector met its reduced Net County Cost target with budget reductions in professional contracts and benefit adjustments that do not have an impact on any employee positions.

2. **Position Transfer**

One vacant position has been transferred to the Treasurer program. There is no fiscal impact to the Department.

Treasurer (1520P)

Program Outcome Statement

Manages and protects the financial assets of the County

Services Provided

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.

Program Results

In FY 2011-12 the estimated dollar growth in the pool is projected to be \$25,844,075. The County Pool 3 yield rate was .99%, which outperformed our benchmark, the Local Agency Investment Fund (LAIF) rate of .38%. Paying Agent responsibility was accepted for seven new school bond issues, five Tax and Revenue Anticipation Notes and four Bond Anticipation Notes, increasing funding to the pool. As the provider of banking services to all County departments, the cashiering area has processed 39,377 deposits to date. Banking costs were maintained by charging departments for services in excess of general usage. 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.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of deposits processed within one day	98%	98%	98%
Dollar/percent growth in County pool due to investments	\$31,440,149 1.27%	\$25,844,075 1.10%	\$15,000,000 .625%

Treasurer (1520P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	15.0	16.0	16.0	18.0	2.0
Funded FTE	15.0	16.0	16.0	18.0	2.0
Total Requirements	2,558,522	2,597,264	3,255,868	3,248,859	(7,009)
Total Sources	3,997,306	3,401,410	3,248,859	3,248,859	
Net County Cost	(1,438,785)	(804,146)	7,009		(7,009)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Position Transfers

One vacant position has been transferred from the Tax Collector program and one filled position has been transferred from the Revenue Services program. There is no fiscal impact to the Department.

Revenue Services Program (1530P)

Program Outcome Statement

Increase County revenue by performing debt collection services

Services Provided

Revenue Services is responsible for providing revenue collection services for fourteen departments within the County including San Mateo Medical Center, the Superior Court, the Probation Department, the Sheriff's Office, Environmental Health, and the Human Services Agency. Services provided include establishing accounts, billing and collection, contacting debtors, processing payments and posting revenues.

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 the revenue collection continue to be the weak economy and high unemployment rate. In FY 2011-12 the program is projecting to collect \$17 million in revenue, surpassing our goal of \$15 million. The program anticipates achieving the expenditure goal of 22% and exceeding the collection rate goal of 25%. In FY 2012-13 a vacant IT Analyst position will be converted into a Lead Revenue Collector position in order to dedicate specific resources to collecting delinquent revenue related Small Claims, Writs of Execution, Bank Levies, Abstracts of Judgments and Creditor's Claims. The program expects to collect \$15.5 million in revenue in FY 2012-13, which is slightly more than the current year.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of debtors contacted within five days of receipt	100%	100%	100%
Dollars collected	\$17,271,047	\$15,000,000	\$15,500,000

Revenue Services Program (1530P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	29.0	28.0	28.0	27.0	(1.0)
Funded FTE	31.0	28.0	28.0	27.0	(1.0)
Total Requirements	790,059	862,458	2,103,994	1,904,990	(199,004)
Total Sources	2,089,884	2,219,196	2,103,994	1,904,990	(199,004)
Net County Cost	(1,299,824)	(1,356,737)			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Delinquent Revenue Collection (\$37,884)**

A vacant, full-time Information Technology Analyst will be converted into a full-time Lead Revenue Collector for a net savings of \$37,884. The converted position will provide lead direction and training to revenue collection staff, as well as oversee civil processes such as Small Claims, Writs of Execution, Bank Levies, Abstracts of Judgments, and Creditor Claims. The Lead Revenue Collector will focus on these processes in order to increase the amount of delinquent revenue collected by the County.

1. **Position Transfer**

A filled position has been transferred to the Treasurer program. There is no fiscal impact to the Department.

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

FY 2012-13 and 2013-14 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue	3,841,324	4,235,187			
Other Financing Sources			6,291,417	7,170,217	878,800
Total Revenue	3,841,324	4,235,187	6,291,417	7,170,217	878,800
Fund Balance			308,783	308,783	
TOTAL SOURCES	3,841,324	4,235,187	6,600,200	7,479,000	878,800
REQUIREMENTS					
Salaries and Benefits	2,502,488	2,820,732	3,453,951	3,871,014	417,063
Services and Supplies	1,161,773	1,290,851	3,031,410	3,479,132	447,722
Other Charges	76,867	103,333	114,839	128,854	14,015
Fixed Assets	100,197	20,272			
Gross Appropriations	3,841,324	4,235,187	6,600,200	7,479,000	878,800
TOTAL REQUIREMENTS	3,841,324	4,235,187	6,600,200	7,479,000	878,800
AUTHORIZED POSITIONS					
Salary Resolution	16.0	20.0	20.0	20.0	
Funded FTE	16.0	19.5	20.0	20.0	

Retirement Office (2000B)

Program Outcome Statement

Act as a prudent administrator for the retirement system

Services Provided

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 twenty 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 5,245 active, 4,147 retirees and beneficiaries, and 1,190 deferred members as of June 30, 2011. *SamCERA* works to constantly improve the effectiveness of its services and the efficiency of its operations.

Program Results

For the fiscal year ending June 30, 2011, \$2.3 billion in net assets were held in trust for pension benefits. *SamCERA's* portfolio had a one-year return of 23.92% as of June 30, 2011. It is anticipated that the annual rate of 7.75% will be met in FY 2011-12 and FY 2012-13. *SamCERA* members who retired on or before April 1, 2012, received a Cost of Living Adjustment (COLA) this year between 2.0% and 2.5%. The amount of the COLA will depend on the retirement plan. This year's COLA is due to a modest inflation rise in 2011. The Retirement Board voted to hold employer and employee retirement contributions flat for FY 2012-13. As of March 31, 2012, two hundred and two San Mateo County employees retired in FY 2011-12.

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.

Throughout the year, classes are offered in various topics such as estate planning, tax planning, selecting stocks, and managing your own portfolio. *SamCERA* expects to offer thirty five classes and member outreach events in FY 12-13.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent return on investment portfolio ending June 30 each year	23.92%	7.75%	7.75%
Number of retirement workshops and member outreach events	18	42	35

Retirement Office (2000B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	16.0	20.0	20.0	20.0	
Funded FTE	16.0	19.5	20.0	20.0	
Total Requirements	3,841,324	4,235,187	6,600,200	7,479,000	878,800
Total Sources	3,841,324	4,235,187	6,600,200	7,479,000	878,800

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **2012 Staffing Study \$434,420**

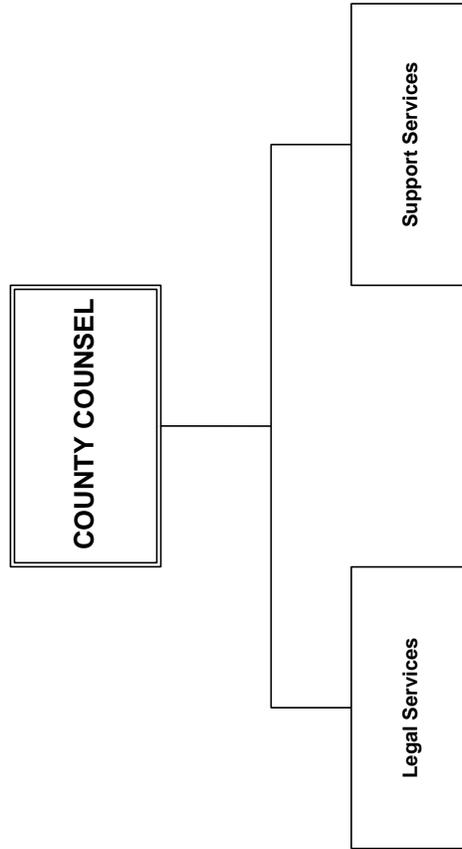
On April 24, 2012, the Retirement Board approved the FY 2012-13 recommended budget. Three additional positions will be added in FY 2012-13, but the actual classifications have not yet been decided. The staffing study that will be completed in 2012 will recommend the appropriate level of staffing. Funding has been added into the budget as a placeholder for these new costs.

2. **Records Management and Information Technology Upgrades: \$268,200**

SamCERA will continue to improve its technology infrastructure this fiscal year, in part by upgrading technologies used for backups. SamCERA will also upgrade and enhance financial software which is used in-house.

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COUNTY COUNSEL'S OFFICE



County Counsel (1600B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	3,671,677	3,731,106	3,675,996	3,696,932	20,936
Miscellaneous Revenue	20,703	121,618	10,000	10,000	
Total Revenue	3,692,380	3,852,724	3,685,996	3,706,932	20,936
Fund Balance	2,549,460	2,771,668	2,791,653	2,389,056	(402,597)
TOTAL SOURCES	6,241,840	6,624,392	6,477,649	6,095,988	(381,661)
REQUIREMENTS					
Salaries and Benefits	7,283,063	7,595,487	8,060,774	8,249,504	188,730
Services and Supplies	355,058	672,794	652,550	621,047	(31,503)
Other Charges	358,334	366,370	370,743	375,484	4,741
Fixed Assets				160,024	160,024
Gross Appropriations	7,996,456	8,634,651	9,084,067	9,406,059	321,992
Intrafund Transfers	(776,687)	(996,722)	(927,773)	(910,304)	17,469
Net Appropriations	7,219,769	7,637,929	8,156,294	8,495,755	339,461
Contingencies/Dept Reserves	1,794,750	2,164,511	1,846,955	1,070,647	(776,308)
TOTAL REQUIREMENTS	9,014,519	9,802,440	10,003,249	9,566,402	(436,847)
NET COUNTY COST	2,772,679	3,178,048	3,525,600	3,470,414	(55,186)
AUTHORIZED POSITIONS					
Salary Resolution	40.0	38.0	38.0	39.0	1.0
Funded FTE	38.2	38.0	36.6	37.7	1.1

County Counsel (1600B)

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.

Mandated Services

- General legal advice and representation for the Board, County Manager, and County departments
- General legal services to all departments, boards, and commissions regarding compliance with all laws, regulations, ordinances, contracts, and other County policies and directives
- Representation of agencies for protection of vulnerable and fragile populations
- Defend and/or prosecute civil actions involving the County, its Supervisors, elected officials, or employees
- Advise the Grand Jury

Discretionary Services

- The provision of legal services to non-county clients, such as special districts, First 5, C/CAG, school districts, the Expo Center, the Health Commission, Superior Court and HEART.

Major Budget Changes

- The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries:

Salaries and Benefits

- Increase primarily due to adding a Deputy County Counsel III position: \$188,730

Fixed Assets

- Increase to purchase new computers for staff attorneys: \$160,024

Reserves

- There is a decrease due to using Reserves to meet the budget target this fiscal year: (\$430,409)
- Decrease due to one-time purchases and other adjustments: (345,899)

Major Accomplishments in FY 2011-12

- Assumed a statewide lead among Counties and County Counsels in connection with the dissolution of Redevelopment Agencies pursuant to ABx1 26 through informational presentations to City Financial Officers, school districts and special districts throughout San Mateo County, and at the Northern California/Bay Area County Counsel's March conference, as well as through the establishment of guiding principles and legal interpretations for the County Controller and the early initiation of Oversight Board appointments and activities.
- Assisted in all phases of the Jail Planning efforts
- Advised the Board of Supervisors in several high profile land use matters leading to results that were accepted by all interested parties without protest.
- Led the efforts in drafting and presenting to the Board in a timely manner the four tax measures scheduled for the June election
- Favorable Court of Appeal decision of statewide significance upholding County immunities.

Changes, Challenges, and How to Measure Success in FY 2012-13

Like all County departments, the County Counsel's Office faces the challenge of continuing to provide top-rate services in a declining economy. The challenges to the County Counsel's Office are compounded, however, by circumstances unique to county legal advisors. For example, challenges are presented not only by complex matters like jail construction and financing issues, but state legislation concerning such matters as realignment of services and the unprecedented dissolution of redevelopment agencies place our office at the forefront and require the unanticipated commitment of significant legal resources for legal research and analysis in a fast-evolving setting. Additionally, as a department that provides a special and unique service, we find that the financial and resource constraints faced by other County departments impact this office as clients increasingly turn to us for additional assistance. Further, in FY2012-13 the County Counsel's Office will increase the scope of services it provides by assuming responsibility for handling medical malpractice litigation for County agencies.

Our approach to dealing with the challenges facing the office has several facets. First, we will continue to improve our office's systems and procedures in order to maximize our resources. These efforts include reducing document storage and archiving costs through the digitalization of records, reducing legal research expenses through renegotiation of our electronic legal research services contract and the selective reduction of law library publications, and updating our case management system. In the area of medical malpractice defense, we are implementing procedures to both leverage the experience of our attorneys in this area and to cross-train new attorneys in order to guarantee a high level of service in the most cost effective way possible.

Our office's first priority is our clients. Success, therefore, is defined largely by our clients' satisfaction with the legal services we provide. We seek feedback and evaluation from our clients every two years and have consistently obtained client satisfaction rates of "very good" or "excellent" exceeding 95%. We will measure the success of our efforts by the results of our next client survey, currently scheduled for the fall of 2013.

County Counsel (1600B)

Program Outcome Statement

Provide high quality and timely legal advice and services

Services Provided

The County Counsel's Office serves as legal advisor to the Board of Supervisors, elected officials, all County departments and agencies, and boards and commissions, twenty-three school districts in the County; and over a dozen special Districts and other public entities. The County Counsel's services allow these bodies and individuals to carry out their responsibilities in a manner fully consistent with the law. The County Counsel's Office provides legal representation to these clients in disputes before administrative agencies and the courts with the goal of achieving the best results.

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 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. In order to reduce costs at the San Mateo Medical Center next fiscal year, County Counsel is recommending that it perform medical malpractice litigation in-house. The estimated savings from this new initiative is \$100,000.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of Survey respondents rating legal services as good or better ¹	N/A	96%	N/A
Percent of general litigation cases won or resolved (with client approval)	100%	95%	95%

¹ Customer surveys are conducted every other year.

County Counsel (1600B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	40.0	38.0	38.0	39.0	1.0
Funded FTE	38.2	38.0	36.6	37.7	1.1
Total Requirements	9,014,519	9,802,440	10,003,249	9,566,402	(436,847)
Total Sources	6,241,840	6,624,392	6,477,649	6,095,988	(381,661)
Net County Cost	2,772,679	3,178,048	3,525,600	3,470,414	(55,186)

FY 2012-13 Program Funding Adjustments

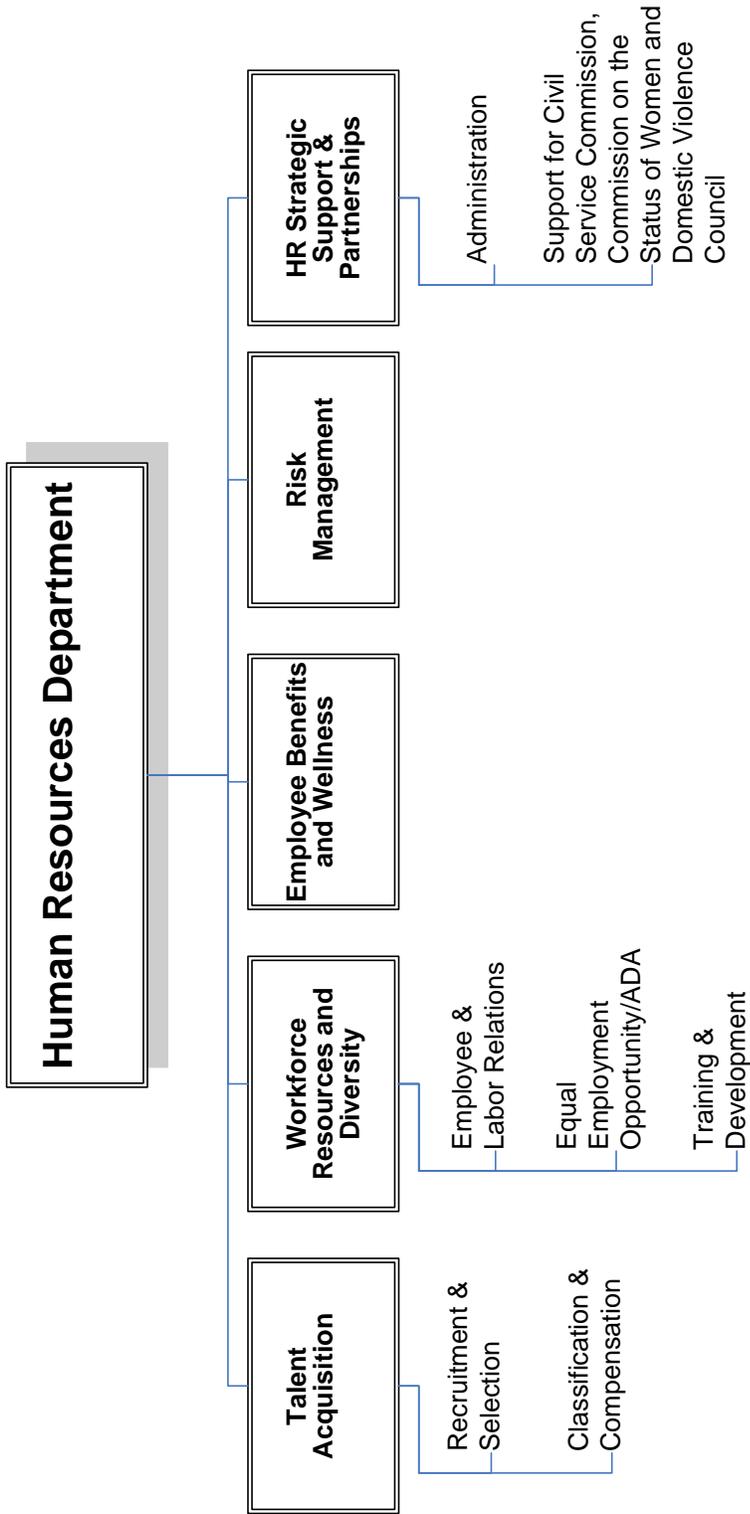
The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Medical Malpractice Litigation and Dissolution of Redevelopment Agencies

In order to reduce costs at the medical center, County Counsel is proposing to perform medical malpractice litigation in-house. Currently, this service is being provided by the County's medical malpractice insurance company. Some of the more complex cases will still need the expertise of the insurance company, but most of the work can be performed by County Counsel at a lower cost. At the same time, County Counsel will continue to assist the Controller's Office with the interpretation of ABx1 26, which mandates the dissolution of the Redevelopment Agencies. One full-time Deputy County Counsel III position has been added in order to address the medical malpractice and Redevelopment Agency dissolution workload. The cost of the new position, which is \$216,804, will be fully offset by revenue related to medical malpractice claims and State reimbursement for the Redevelopment Agency dissolution legal work being performed.

2. Reserves Used to Meet Net County Cost Target: \$430,409

Reserves are being used to meet budget targets in order to maintain a high level of legal services for increased legal service demands and to minimize the impact on departments.



Human Resources Department (1700B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	325,873	291,300	266,219	241,942	(24,277)
Interfund Revenue	4,016,284	4,086,744	4,260,820	4,390,123	129,303
Miscellaneous Revenue	258,767	314,051	257,100	257,100	
Total Revenue	4,600,923	4,692,095	4,784,139	4,889,165	105,026
Fund Balance	737,716	778,895	822,689	629,282	(193,407)
TOTAL SOURCES	5,338,639	5,470,990	5,606,828	5,518,447	(88,381)
REQUIREMENTS					
Salaries and Benefits	7,017,689	7,270,304	7,164,785	7,452,168	287,383
Services and Supplies	1,725,750	1,762,524	2,026,163	1,952,795	(73,368)
Other Charges	651,266	546,712	512,248	516,388	4,140
Gross Appropriations	9,394,705	9,579,540	9,703,196	9,921,351	218,155
Intrafund Transfers	(1,097,019)	(1,031,693)	(1,439,546)	(1,528,450)	(88,904)
Net Appropriations	8,297,686	8,547,848	8,263,650	8,392,901	129,251
Contingencies/Dept Reserves	569,841	590,531	629,825	500,000	(129,825)
TOTAL REQUIREMENTS	8,867,527	9,138,379	8,893,475	8,892,901	(574)
NET COUNTY COST	3,528,888	3,667,389	3,286,647	3,374,454	87,807

AUTHORIZED POSITIONS

Salary Resolution	55.0	55.0	51.0	51.0	
Funded FTE	54.1	52.9	48.4	49.4	0.9

Human Resources (1700B)

Department Mission Statement

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, and productive work environment for employees, their families, departments, and the public in order to maximize individual potential, expand organizational capacity and position San Mateo County as an employer of choice.

Mandated Services

- Employee Relations/Labor Negotiations/Performance Management
- Equal Employment Opportunity Services/Leave of Absence Program/Transitional Work Program/Bilingual Program/Investigations/Workplace Accommodation/ADA/Family Medical Leave Act
- Recruitment & Selection Services/Career Guidance/Employee Transition Program
- Classification Specification Updates and Compensation Reviews
- Risk Management Services - Workers' Compensation/Long Term Disability/Temporary Modified Work/Insurance and Safety Programs
- Benefits Administration – Medical/Dental/Vision/Life Insurance
- Support for the Civil Service Commission

Discretionary Services

- Wellness/Work-Life programs
- Training and Development Services/New Employee Welcome/Career Development Programs/ Customized Training/Learning Management System/Resources for the Regional Training Consortium
- Support for the Commission on the Status of Women and the Domestic Violence Council

Major Budget Changes

There are no significant changes.

Major Accomplishments in FY 2011-12

During the year, the Human Resources Department partnered with the County Manager's Office to conduct an employee engagement survey. Results reflect that 93% of employees responding to the survey believe that their job contributes to the County's ability to serve the community. Shortly after the survey was conducted, an Employee Engagement Committee was established to develop and implement strategies to expand organizational and individual capacity. The Department also partnered with the San Mateo Medical Center and labor organizations to identify and implement strategies to minimize impacts to staff due to the anticipated closure of the Burlingame Long Term Care facility.

In April, the Human Resources Department received the 2012 Excellence Award from the Western Region International Public Management Association (IPMA) for Human Resources. This award was in recognition of the innovative programs and services the County has implemented during the last three years including: a comprehensive wellness program that has resulted in 40% of employees participating in wellness screenings; new labor agreements that have resulted in over \$13 million in cost savings for the County; employee development programs; partnership with the Regional Training Consortium; online self-service benefits system that generated over \$600,000 in ongoing savings; and streamlined recruitment services.

Changes, Challenges, and How to Measure Success in FY 2012-13

Recognizing the fiscal challenge facing the County and departments, the Human Resources Department continues to serve as a strategic partner to identify service efficiencies including expanding shared services (primarily in the area of administrative support), providing organizational consulting services to departments, expanding membership of the Regional Training Consortium, and renegotiating risk management insurance policies at reduced rates.

The Human Resources Department continues to focus on building organizational and employee capacity through development and expansion of the County's Collaborative Performance Management System (CPMS) and Supervisory Academy. In an effort to maximize technology that result in efficiencies, the Department is partnering with the Controller's Office and Information Services Department to implement a new Human Resources/Payroll Information System.

The Department will measure success by: 1) providing excellent services as indicated by high customer survey ratings; 2) expanding the number of employees with performance plans that align with workgroup, department and County goals; 3) increasing employee engagement results; 4) maintaining high employee retention rates; 5) resolving claims prior to formal process (Workers Compensation, Equal Employment Opportunity, Employee Relations); 6) maintaining high promotion rates; 7) sustaining high satisfaction with new hires; and 8) generating Countywide structural savings through new labor agreements.

Other Department Initiatives

- Expand organizational and employee capacity through expansion of CPMS, Supervisory Academy and other employee engagement programs
- Expand Wellness Programs including offering wellness screenings for County employees
- Partner with customer-departments to meet their workforce and succession planning needs

HR Strategic Support and Partnerships (1710P)

Program Outcome Statement

Increase organizational capacity through technology, partnerships, and financial performance

Services Provided

HR Strategic Support and Partnerships provides policy development, leadership, financial analyses, Human Resources information systems support, records management, customer service, and support to the Commission on the Status of Women (CSW), Domestic Violence Council, and Civil Service Commission.

Program Results

HR Strategic Support and Partnerships collaborates with County departments, external partners and internal HR divisions to provide leadership, consultative, and support services. In FY 2010-11, 96% of Human Resources customers rated services provided as good or better. Program staff continues to identify opportunities to streamline services to generate efficiencies including: converting Civil Service/personnel files into electronic format; providing high quality administrative support services to other County departments (including Coroner's Office, Public Safety Communications, and County Manager's Office Purchasing/Mail); developing comprehensive workforce demographics reports for departments to assist in succession planning and workforce strategies; and collaborating with the Controller's Office and Information Services Department to develop a Request for Proposal for a new personnel/payroll system and implementing phase II of the automated time-keeping system for the San Mateo Medical Center. In FY 2012-13, staff will continue to focus on employee engagement initiatives, assisting departments with their organization/workforce needs, and identifying cost-saving strategies, in an effort to increase organizational capacity.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of customer survey respondents rating overall satisfaction with services good or better	96%	96%	90%
Quality and Outcome Measures meeting performance targets	93%	93%	90%

HR Strategic Support and Partnerships (1710P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	9.0	9.0	10.0	10.0	
Funded FTE	9.0	9.0	8.8	9.5	0.7
Total Requirements	2,102,297	2,187,216	2,193,244	2,124,786	(68,458)
Total Sources	1,310,046	1,341,102	1,372,503	1,244,098	(128,405)
Net County Cost	792,251	846,114	820,741	880,688	59,947

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Employee Benefits and Wellness (1720P)

Program Outcome Statement

Optimize health and productivity through effective benefit/wellness programs

Services Provided

Employee Benefits and Wellness provides benefits administration services that meet the needs of employees, retirees and their families within budgeted constraints in order to enhance an employee's 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.

Program Results

The Employee Benefits and Wellness program continues to manage rising healthcare premiums through its various programs and initiatives. During the year, the County offered employees up to \$175 to participate in a health screening, online health assessment, and other wellness programs. Over 1,900 employees, representing almost 40% of County's health plan members, participated in wellness screenings, which is anticipated to improve employee health and result in long-term cost savings. Benefits recently transitioned to a new online system that allows employees on-demand access to change or view benefits, compare benefit options, and annual benefit statements. Employees have increased knowledge about their benefits and many opted to change to lower-cost health plans, resulting in ongoing annual County savings. Customer (employee) satisfaction with benefits services has increased during the last four years (from 80% satisfaction in FY 2007-08 to 83% in FY 2010-11). In the upcoming fiscal year, program staff will manage a Request for Proposal process for medical insurance through a joint labor-management committee to ensure continued high quality and affordable coverage.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of participants utilizing skills or reporting change in behavior after attending Health Promotion classes	90%	90%	90%
Percent of customer survey respondents rating overall satisfaction with services good or better			
• Active	83%	83%	90%
• Retirees	85%	85%	90%
• Wellness/Work Life	95%	95%	90%

Employee Benefits and Wellness (1720P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	8.0	8.0	7.0	7.0	
Funded FTE	8.0	8.0	6.8	7.0	0.2
Total Requirements	1,563,341	1,555,350	1,482,845	1,506,231	23,386
Total Sources	1,563,341	1,555,350	1,482,845	1,506,231	23,386

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Risk Management (1730P)

Program Outcome Statement

Identify, assess, monitor, and mitigate safety and insurance programs

Services Provided

Risk Management activities support employees and departments in providing a healthy and safe working environment through the County Safety Committee, County Occupational Health/Safety Plan, Driver Program Department of Transportation Drug and Alcohol Program, ergonomics, and OSHA Safety Programs. Staff also provides safety compliance programs through oversight of Workers' Compensation, Long Term Disability, Modified Work, and Disability Pay with Leave programs. The Program controls loss exposures through self-insured retained and commercial insurance programs.

Program Results

Staff successfully negotiated worker's compensation, general liability, and property insurance premium rate reductions that have resulted in County savings in excess of \$1 million during the last three years. Staff also collaborated with departments to 1) provide statistical reports that include claims information and trends, 2) conduct safety training, and 3) roll-out the preventative Repetitive Stress Injury software (RSI Guard) to facilitate a reduction in claims and costs. A new process for reporting and triaging employee injuries was initiated this year to provide employees with medical treatment, minimize lost time, and reduce claims costs. Customer satisfaction with Risk Management services remains at 100%. The number of workers' compensation claims has decreased during the past three years to less than 11 claims per 100 employees. In comparison to other cities and counties, San Mateo County has lower rate than the International City/County Management Association (ICMA) rate of 11 per 100 FTE's. The lower rate can be attributed to the strategies deployed by Risk Management staff to mitigate risk. In the upcoming year, staff will focus on Business Process Redesign efforts that streamline County services and generate savings. Program staff will also continue the roll out of RSI software and new triaging and reporting process relating to employee injuries.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of workers' compensation claims (per 100 FTEs):			
• San Mateo County	10.7	10	10
• ICMA	11	11	11
Percent of customer survey respondents rating overall satisfaction with services good or better ¹	100%	100%	100%

¹ Customers are Supervisors and Managers

Risk Management (1730P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	13.0	13.0	12.0	12.0	
Funded FTE	12.1	11.9	10.8	10.9	
Total Requirements	1,687,579	1,746,144	1,737,464	1,774,698	37,234
Total Sources	1,687,579	1,746,384	1,737,464	1,774,698	37,234
Net County Cost		(240)			

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Talent Acquisition (1740P)

Program Outcome Statement

Ensure hiring of a highly qualified and diverse workforce

Services Provided

The Talent Acquisition program is comprised of the Recruitment and Selection and Classification and Compensation units. The Program provides innovative, responsive, fair, and consistent recruitment and selection services to County departments, employees, and job applicants to ensure the County employs an excellent and diverse workforce that delivers essential services to the public. Program staff also monitors a competitive and equitable compensation system and maintain a standardized classification plan. Program staff annually administers over 196 recruitments, processes over 9,000 applications, and conducts over 300 classification and compensation reviews.

Program Results

Program staff provides excellent services as reflected in the customer survey results received by the program. Over 98% of hiring managers surveyed indicate that they are satisfied with their new hire after six months. The time-to-fill positions has remained relatively low due to a new process that was initiated three years ago, which resulted in the time-to-fill positions going from 9 weeks to 6 weeks in FY 2010-11. While there has been a decrease in hiring during the last three years, services provided by staff has become more strategic. Staff now spends more time researching complex staffing situations to meet department hiring needs and identifying possible options for providing short and long-term staffing solutions, which has enhanced partnerships with customer-departments. In FY 2011-12, program staff focused on conducting several classification and compensation studies, initiating a classification and compensation diagnostic review, continuing to facilitate a Civil Service Interview Process course, and managing the Summer Training and Employment Program for emancipated foster youth and Management Talent Exchange Program, resulting in increased effectiveness and capacity within the organization. In FY 2012-13, program staff will continue to work closely with the Countywide Reduction in Force Committee to assist in handling possible placements and layoffs, participating in Business Process Redesign efforts, and implement recommendations from the classification and compensation diagnostic review. These efforts will further streamline services and provide for efficiencies.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of clients satisfied with new hires after six months	98%	98%	98%
Time-to-Fill			
• Internal	4 weeks	4 weeks	4 weeks
• External	5weeks	5weeks	5weeks

Talent Acquisition (1740P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	14.0	14.0	10.0	10.0	
Funded FTE	14.0	14.0	9.9	10.0	0.1
Total Requirements	1,552,633	1,612,167	1,218,606	1,182,047	(36,559)
Total Sources	215,175	230,079	212,312	212,312	
Net County Cost	1,337,458	1,382,088	1,006,294	969,735	(36,559)

FY 2012-13 Program Funding Adjustments

There are no significant changes.

Workforce Resources and Diversity (1750P)

Program Outcome Statement

Increase individual potential and foster a productive work-environment

Services Provided

Workforce Resources and Diversity is comprised of the Employee and Labor Relations (ELR), Equal Employment Opportunity (EEO) and Training and Development divisions. The services provided include employee relations consultation and resolution, labor negotiations, EEO investigations, ADA accommodations, and a comprehensive training program for County employees and external partners.

Program Results

During the last three years, the Employee and Labor Relations Division has negotiated significant changes to labor agreements that have resulted in over \$13 million in ongoing annual savings for the County. Program staff are leading efforts to transition the County to Collaborative Performance Management System (a new performance management process), which will contribute to increased alignment between County and individual goals, and enhance support for employee learning and performance, and maximize effectiveness. Although over 90% of ELR and EEO cases are resolved prior to formal process, caseloads (including arbitrations) have been rising and have become more complex with employees exercising their options. Staff time spent on researching, conducting investigations, and preparing for hearings has increased. During the year, all supervisors and managers received online training on preventing harassment in the workplace. The Training and Development Division has launched new online training programs for all County employees (and partners) and is currently preparing to launch a new Supervisory Academy for all supervisors and managers. It is anticipated that all supervisors and managers will receive this training by 2014. Staff continues to expand partnerships through the Regional Training Consortium and expand the organization's effectiveness by offering courses in alignment with the County's goals. In FY 2012-13, the Training and Development Division will conduct a training needs assessment to ensure course offerings are meeting the business needs of departments.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of complaints resolved prior to formal process:			
• Equal Employment Opportunity	96%	96%	90%
• Employee and Labor Relations	96%	96%	90%
Percent of participants utilizing skills or reporting change in behavior after attending training classes:			
• Training and Development classes	100%	100%	90%

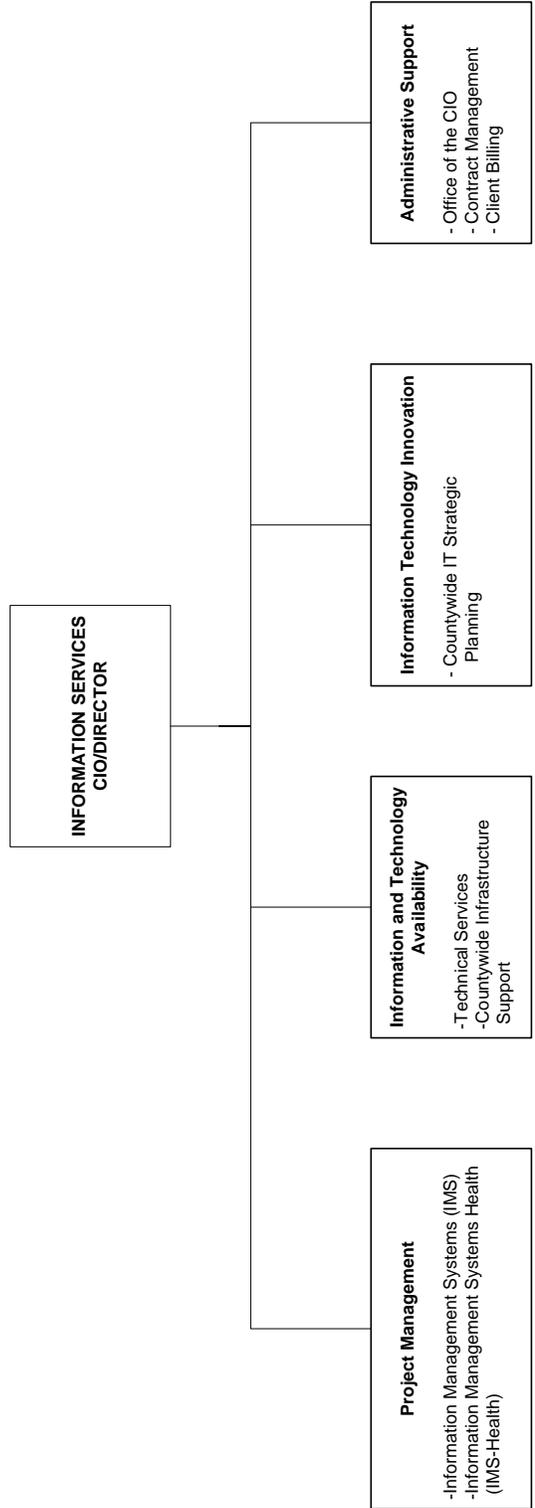
Workforce Resources and Diversity (1750P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	11.0	11.0	12.0	12.0	
Funded FTE	11.0	10.0	12.2	12.0	(0.2)
Total Requirements	1,961,676	2,037,502	2,261,316	2,305,139	43,823
Total Sources	562,497	598,075	801,704	781,108	(20,596)
Net County Cost	1,399,178	1,439,427	1,459,612	1,524,031	64,419

FY 2012-13 Program Funding Adjustments

There are no significant changes.

INFORMATION SERVICES



Information Services Department (1800B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	114,236	150,577	143,748	143,748	
Charges for Services	551,034	566,816	509,324	508,551	(773)
Interfund Revenue	12,178,586	11,203,436	11,471,021	18,024,021	6,553,000
Miscellaneous Revenue	87,372	20,378			
Total Revenue	12,931,229	11,941,207	12,124,093	18,676,320	6,552,227
Fund Balance	8,346,439	4,304,897	2,504,968	1,982,119	(522,849)
TOTAL SOURCES	21,277,668	16,246,104	14,629,061	20,658,439	6,029,378
REQUIREMENTS					
Salaries and Benefits	21,507,553	22,227,079	21,903,882	20,251,289	(1,652,593)
Services and Supplies	26,011,689	24,689,540	30,231,421	34,168,419	3,936,998
Other Charges	1,411,493	1,447,074	1,397,973	1,375,887	(22,086)
Fixed Assets	532,577	932,413	2,701,677	4,352,062	1,650,385
Other Financing Uses	579,087	566,787	286,089	286,089	
Gross Appropriations	50,042,399	49,862,892	56,521,042	60,433,746	3,912,704
Intrafund Transfers	(32,985,749)	(35,862,557)	(43,874,100)	(43,082,583)	791,517
Net Appropriations	17,056,650	14,000,335	12,646,942	17,351,163	4,704,221
Contingencies/Dept Reserves	4,221,018	2,245,768	1,982,119	3,307,276	1,325,157
TOTAL REQUIREMENTS	21,277,668	16,246,104	14,629,061	20,658,439	6,029,378
AUTHORIZED POSITIONS					
Salary Resolution	158.0	140.0	141.0	129.0	(12.0)
Funded FTE	157.0	139.0	140.3	128.8	(11.4)

Information Services Department (1800B)

Department Mission Statement

The Information Services Department works with all County Departments to leverage Information Technology (IT) to best serve the residents of San Mateo County

Mandated Services

- Supports County business applications
- Supports County IT Infrastructure
- Countywide IT Project Management (level of service is discretionary)
- Core IT Support to Departments (level of service is discretionary)

Major Budget Changes

The following are major Department budget changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget. Additional detail for specific Funding Adjustments can be found in the Program Summaries.

Interfund Revenue

- Increase primarily due to San Mateo Medical Center Projects such as Inpatient Electronic Medical Records (IEMR) project, equipment replacement projects and the Siemens Managed services for an acting CIO and project support for the Medical Center: \$6,553,000

Salaries and Benefits

- Decrease primarily due to eliminating nine filled positions and three vacant positions: (\$1,652,593)

Services and Supplies

- Customer projects and Siemens Managed Services for an acting CIO and Project support for the Medical Center have been added: \$3,936,998

Fixed Assets

- IT hardware and software will be purchased for projects including Virtual Desktop Instance (VDI) implementation and Countywide Initiatives: \$1,650,385

Reserves

- Increase due to annual contributions for IT hardware and system replacement and the transfer of Payroll IT Reserves from the Controller's Office: \$1,325,157

Major Accomplishments in FY 2011-12

The department's accomplishments include consolidation of internal support systems thereby reducing the cost of maintaining internal systems; development and adoption of the Countywide Information Technology Strategic Plan intending to provide IT strategic direction through FY 2015-16; successful completion of a Virtual Desktop Instance (VDI) pilot, supported by the SMC Saves Program, demonstrating the ability to lower ongoing support costs by converting a large percentage of our workforce from conventional personal computers to VDI; achieved early HIPAA 5010 compliance, avoiding expensive penalties by implementation of changes to all Health System billing applications; expansion of our wireless infrastructure in support of a mobile workforce.

Changes, Challenges, and How to Measure Success in FY 2012-13

Major changes for FY 2012-13 include the reduction of twelve positions, nine of which are filled. These position reductions are a result of consolidation of internal support systems, decreased work opportunities and service-level reductions. These position reductions are also part of our two year plan to eliminate our structural department deficit as

a result of continued decline in demand for IT related projects. With fewer staff we will be less able to respond to customer requests for work that has not been planned and budgeted. Maintaining high availability of IT systems, currently at 99.8%, while implementing technology changes such as conversion of PC's to VDI and expanding our wireless infrastructure will also pose challenges.

Moving forward we will continue to develop strategies of doing more with less. These strategies include additional cross training of ISD staff. We will collaborate with our partners to prioritize and plan IT initiatives and major business system replacements (Criminal Justice, Human Resources/Payroll, and Property Tax System) to ensure the resources necessary will be available to complete high priority projects on schedule. We will work closely with departments to assess where we can take advantage of technologies such as VDI and mobile computing to better provide service and lower IT support costs. Finally, a plan is being developed by a cross departmental committee to create a countywide Core IT team.

Our success will be measured by how well we overcome our challenges and achieve the goals we set as a department, from administrative services to new innovation initiatives. We will increase the number of County offices supporting a mobile workforce from 3 to 15, we will increase the number of VDI devices in use from 225 to 1,000, while maintaining IT system availability at 99.8% and we will complete 90% of medium and large IT project on time and on budget.

Other Department Initiatives

- Begin Convergence of Disparate Voice and Data Networks
- Increase data interoperability Countywide
- Update the Information Technology Strategic Plan

Information Technology Administrative Services (1810P)

Program Outcome Statement

Increase the efficiency of processing contracts and billings

Services Provided

The Administrative Support program provides departmental oversight, administrative and fiscal support for the department and for County departments. Also in the Administrative Support program is the Office of the CIO. Responsibilities of the Office of the CIO include providing strategic Information Technology (IT) direction to all County departments. Additionally, the Office of the CIO responds to IT related questions from the Board and provides the Board with regular updates on County IT activity. As a service department, Information Services (ISD) provides IT services to County Departments to include procurement of IT goods and services. As a zero Net County Cost department ISD must recoup its costs through service charges. Departments are billed for services received from ISD including time and material services; IT infrastructure services such as centralized backup, data connectivity and telephone lines; and costs of vendor goods and services procured by ISD on behalf of customers. The Administrative Support program services include accounting services, budget development and monitoring, customer billing, payroll/personnel, purchasing, training coordination and clerical support. This unit works closely with the department and our customers to ensure that contracts for goods and services as well as customer billing are processed timely and accurately.

Program Results

Internal support systems for the department have been updated and consolidated; this combined with reduced demand for administrative support from customers reduces the need for staffing in this program. There will be a need to re-distribute remaining work among fewer staff and we will face challenges if unanticipated or new requests for services are made. Additional cross training of administrative staff and implementation of new financial management tools will be necessary to minimize the impact of these challenges. The Office of the CIO, working with the Information Management Planning Council developed and adopted a Countywide Information Technology Strategic Plan (ITSP). Challenges will arise as the County tries to balance multiple IT priorities. It will be the responsibility of the Office of the CIO to work with stakeholders to prioritize these initiatives and set expectations accordingly to ensure that the highest ranking are kept on schedule.

The Administrative Support program expects to process 225 contracts and 183,000 customer charges during FY 2011-12. Staff processed a total of \$14 million in contracts, which includes contracts for ISD, as well as on behalf of customers. Examples of each include a \$3.5 million multi-year maintenance and master order agreement for our telephone sites and an \$800,000 multi-year agreement with Alameda County for hosting of our payroll system. The current year estimate for contracts and agreements processed within established time lines is 90%, which is a 10% improvement from last Fiscal Year. Further improvement in this measure is anticipated by continuing to work closely with partners to ensure that contracts are processed in a timely manner. ISD offers fixed bid services to our customers for many of our services. This model provides customers with predictable costs and the assurance of staff availability.

The cost of fixed bid services is based upon best practices and established ratios for an IT service. Fixed bid services included in our measure include desktop support, printer support, physical and virtual server support, and database support.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Contracts and agreements processed within established time lines	80%	90%	92%
Number of Fixed Bid Clients	14	16	18

Information Technology Administrative Services (1810P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	14.0	14.0	13.0	11.0	(2.0)
Funded FTE	14.0	14.0	13.0	11.0	(2.0)
Total Requirements	(15,695,577)	(19,571,698)	152,605	63,834	(88,771)
Total Sources	12,824,040	9,604,890	152,605	63,834	(88,771)
Net County Cost	(28,519,617)	(29,176,588)			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Position Reductions: (\$159,409)**

Two positions are being eliminated; a filled, full-time Fiscal Office Specialist and a filled, full-time Office Assistant II. These positions will be deleted due to decreasing demand of work from customers as well as consolidation of internal support functions. There will be workload re-distribution, but process improvements will minimize the impacts to services.

2. **Contractual Reduction: (\$75,000)**

A contractual accounting position that provided support to the Health System has been eliminated due to Health's decision to discontinue the services provided by this contractor.

Information and Technology Availability (1830P)

Program Outcome Statement

Provide highly available, secure Information Technology services

Services Provided

This program provides services for all County departments as well as County residents across a broad spectrum of systems and devices to include over 600 servers and over 400 network appliances. Providing highly available IT requires focusing on five primary areas: 1) designing systems with low or no single points of failure; 2) using technology such as server clustering, virtualization and automated failover of appliances; 3) cross training and staff depth to provide coverage; 4) the use of automated monitoring of systems to ensure notification of system performance or outages; and 5) security such as email virus scanning and web filtering to mitigate potential threats that could affect system availability.

Information Technology availability has become critical and more challenging as more departments are employing paperless technology such as the Ambulatory Electronic Medical Record (AEMR) at San Mateo Medical Center, the Compass System for the Human Services Agency and the Board Agenda process using SIRE. Without the high availability of these systems, a department's ability to service the residents of the County would be severely impacted because there are no paper-based systems to fall back on.

Program Results

The result of this program is minimizing unplanned, unscheduled outages. This program has provided 99.8% availability for over five years to more than 6,600 end-point computing devices encompassing a wide variety of Information Technology systems to include the Automated Time Keeping System (ATKS), GroupWise County email and the County Intranet. Emerging technologies such as Platform as a Service (PAAS) for AS/400 support will lower support costs and increase support depth for this computing platform. Additionally, Virtual Desktop Instances (VDI) will decrease the support costs of desktop computing by increasing the technician to desktop device ratio from one technician for 250 conventional PC's to one technician for 500 VDI devices. While VDI will help our County reduce IT support costs, there will be challenges. Specifically, determining where VDI can replace a conventional PC. To meet this challenge, a two stage process has been developed: step one is using a software tool to initially determine the applicability of VDI and step two is end-user testing. Some ISD services-levels in this Program will be reduced. For example, the Countywide Service Desk hours will be reduced from 7AM to 7PM, to 8AM to 5PM. This service-level change will be managed by forwarding the Countywide Service Desk call to the County switchboard at 5PM instead of 7PM.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of unplanned, unscheduled major outages	3	2	3
Number of Virtual Desktop Instances (VDI) in use	0	225	1,000

Information and Technology Availability (1830P) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	88.0	85.0	85.0	79.0	(6.0)
Funded FTE	87.0	84.0	84.3	78.5	(5.8)
Total Requirements	23,463,622	22,197,579	9,881,419	12,568,622	2,687,203
Total Sources	8,412,185	5,822,260	9,881,419	12,568,622	2,687,203
Net County Cost	15,051,437	16,375,319			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Position Reductions: (\$370,775)**

Three positions are being eliminated; a filled, full-time Associate Systems Engineer and a filled, full-time Advisory Systems Engineer will be eliminated through reducing Service Desk hours to 8-5 daily and transition of the County's AS400 platforms to a Platform-as-a-Service (PAAS) model. A vacant, full-time Lead Telephone Operator will also be eliminated to reduce internal support costs.

2. **Project Funding: \$1,500,000**

One-time project funding is included for implementing the County's Virtual Desktop Instance (VDI) infrastructure after applicability and end-user testing are completed. Reserves will be used for replacing hardware for the County's centralized backup storage system.

3. **Other Changes: (\$2,149,767)**

Other budget changes include the mid-year transfer of three positions to the Project Management Program and changes to customer-funded purchases and contracts, including the elimination of one-time customer projects funded in FY 2011-12, the inclusion of desktop computer replacements and an increase for Siemens Managed services for an acting CIO and project support at the San Mateo Medical Center.

Project Management (1840P)

Program Outcome Statement

Complete IT projects on time and within budget

Services Provided

The IT Project Management program provides coordination, scheduling and resource and budget management for projects that provide new or enhanced IT features to County departments. This program manages projects on a Countywide, cross-departmental as well as department-specific basis. Projects are defined by their size and level of complexity. Small projects require less than 100 hours of effort, medium projects require up to 1,000 hours, and large projects exceed 1,000 hours. As of March 2012, the program had more than 125 active projects. Some examples of active Countywide projects are: the establishment of a master address database for the County's Geographical Information System, implementation of ATKS 24x7 employee scheduling and time capture devices at the San Mateo Medical Center, and the implementation of a user-friendly and workflow-based document/content management system. Department-specific projects that were completed in the current fiscal year include the implementation of a telemetry and cardiology system, a patient-centric call center for Medical Center registration, and a comprehensive Electronic Health Record system for Behavioral Health and Recovery Services.

Program Results

The success of this program will be challenged by a reduction in staff due to a decreased demand for IT projects. This challenge will be managed through effective prioritization of Information Technology projects and by continuing to cross train ISD staff. This program exceeds the industry standard for completing Information Technology projects on time, within budget and meeting customer expectations. 86% of the medium to large projects ISD completed as of March 2012 were completed on time and 100% were completed within budget. The program continues to reduce the number of projects that are over budget, fail to meet project goals/objectives and are not completed on time. Additionally, the program seeks to reduce duplication of effort by increasing opportunities for cross-departmental and cross-functional projects. An example of a Countywide project completed in the current fiscal year is the migration of the County's payroll system from a vendor-hosted mainframe to Alameda County-hosted mainframe. This project reduced the annual cost of operating our payroll system by \$125,000. An example of a completed, department-specific project was achieving HIPAA 5010 compliance for all Health System billing applications. This project was successful because of the collaboration of ISD staff, Health System staff and our vendor partners. The program expects 90% of medium and large projects to be completed on time and within budget in FY 2012-13.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of medium and large IT projects completed on time / within budget	95% / 100%	86% / 90%	90% / 90%
Percentage of customer survey respondents rating satisfaction with delivered projects good or better	100%	100%	90%

Project Management (1840P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Salary Resolution	56.0	41.0	43.0	39.0	(4.0)
Funded FTE	56.0	41.0	43.0	39.3	(3.7)
Total Requirements	12,708,770	12,738,234	4,595,037	8,025,983	3,430,946
Total Sources	41,443	818,954	4,595,037	8,025,983	3,430,946
Net County Cost	12,667,327	11,919,280			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Position Reductions: (\$961,633)**

Seven positions are being eliminated; one filled, full-time Assistant Systems Engineer; one filled, full-time Associate Systems Engineer; one filled, full-time Advisory Systems Engineer; one filled, full-time Senior Systems Engineer; two vacant, full-time Systems Engineers and one filled, full time Deputy Director will be eliminated due to reductions in client demand for services as well as consolidating of internal support applications and cost reduction strategies.

2. **Customer Projects: \$6,064,519**

Included in this budget is customer funding from the Health System, Probation Department and Human Services for IT projects such as the IEMR Implementation for the San Mateo Medical Center and the Active Directory Migration for the Probation Department.

3. **Other Changes: (\$3,542,462)**

Other budget adjustments include the transfer of three positions from the Technology Availability Program, the elimination of one-time customer projects funded in FY 2011-12 and the transfer of Payroll IT Reserves from the Controller's Office to ISD.

Information Technology Innovation (1844P)

Program Outcome Statement

Promote the use of Information Technology (IT)

Services Provided

Information Technology Innovation is a new program; FY 2012-13 marks its second year. The IT Innovation program is intended to promote an increase in the use of IT to improve and expand services to residents, help manage information, and reduce operating costs.

Program Results

As the performance measures used in FY 2011-12 are closed out, it is important to understand the reasons behind the actuals. The number of County services available on the web decreased because the current web environment will remain unchanged, pending the implementation of a new web environment in FY 2013 -14. The number of automated workflows has increased from 25 to 35 and is growing. An automated workflow is a sequence of connected steps meant to generate a final work product, for example the County's NeoGov recruitment system. This increase is associated with both the countywide Business Process Redesign effort as well as department-specific efforts to include the Kaizen Performance Office (KPO) in the Health System.

Moving into FY 2012-13, the number of interoperable and web-enabled Information Technology systems in the County will continue to increase. To achieve this, ISD will work with County departments to adopt and implement IT standards ensuring interoperability and web compatibility. An interoperable application is an application that can interface with other applications without the need for special programming. A web-enabled application is an application that is accessed via a web browser without the need for a special client located on a personal computer.

To determine the value proposition of an IT initiative, a Cost Benefit Analysis (CBA) process will be used before approving an IT project that is not mandated, nor end-of-life driven. Additionally, the newly adopted CBA budgeting standards will be used to budget anticipated savings; with "hard" cost savings, for example a reduction in software licensing, budgeted immediately following the completion of an IT initiative and "soft savings", for example the possible reduction in staff time, budgeted within 3-5 years following the completion of an IT initiative.

A new measure for FY 2012-13 is increasing the size of the County's mobile work force. At a high-level, a member of a mobile work force would have access to most of their in-office applications while in the field thereby bringing client support to the client and providing care at the point of care. ISD's role in creating a mobile work force is to provide the IT infrastructure capable of providing access to in-office application wirelessly, and to support the acquisition of web-enabled applications. Two new performance measures are recommended as listed below:

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Number of interoperating applications	0	0	3
Number of County offices supporting a mobile work force	N/A	3	15

Information Technology Innovation (1844P)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	800,853	881,989			
Net County Cost	800,853	881,989			

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. Information Management Planning Council (IMPC) Projects: \$5,000,000

Funds are included for Information Management Planning Council (IMPC) recommended projects. IMPC is the County's IT Steering Committee and is comprised of department heads and staff from most County departments. IMPC IT initiatives received approximately \$6 million in funding in FY 2011-12, we anticipate using slightly less in FY 2012-13. Funds for IMPC IT initiatives come from the Non-Departmental budget and must be approved by the Board. Fiscal Year IT Projects currently under consideration include County Web Redesign and convergence of the County's disparate voice and data networks.

Grand Jury (1920B)
General Fund

FY 2012-13 and 2013-14 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue	1,880				
Total Revenue	1,880				
Fund Balance	128,523	174,464	144,513	128,523	(15,990)
TOTAL SOURCES	130,403	174,464	144,513	128,523	(15,990)
REQUIREMENTS					
Salaries and Benefits	44,550	49,676	55,941	55,941	
Services and Supplies	437,527	519,903	449,156	467,416	18,260
Other Charges	3,393	3,274	2,000	1,000	(1,000)
Net Appropriations	485,470	572,853	507,097	524,357	17,260
Contingencies/Dept Reserves	128,523	113,389	128,523	95,273	(33,250)
TOTAL REQUIREMENTS	613,993	686,242	635,620	619,630	(15,990)
NET COUNTY COST	483,590	511,778	491,107	491,107	

Grand Jury (1920B)

Program Outcome Statement

Conducts civil investigations of county and city government operations

Services Provided

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 conduct 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.

Program Results

The FY 2010-11 Grand Jury conducted eleven investigations and published eleven official reports: Is the County Wedded to Long-Term Care?; County Officials Need to Make Noise about Aircraft Noise; It's Not the Same Old County Fair; Running on Empty?; Mentoring Emancipated Foster Youth; Bond Measure A and the San Mateo County Community College District; Bullying Within the County School Districts: A Survey of Policy within San Mateo County School Districts; TASERS Standardizing to Save Lives and Reduce Injuries; Cell Towers: Public Opposition and Revenue Source; San Mateo County's Vehicle Purchase Program; San Mateo County Forensic Laboratory.

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 fifteen out of thirty-seven total recommendations. Finally, the Grand Jury found the audits of the County financial statements to be complete and accurate.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Percent of time that the County's financial statements are fairly stated in all material respects	100%	100%	100%
Percent of Grand Jury recommendations that San Mateo County elected officials and staff agreed to implement or have already implemented.	41%	50%	50%

Grand Jury (1920B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	613,993	686,242	635,620	619,630	(15,990)
Total Sources	130,403	174,464	144,513	128,523	(15,990)
Net County Cost	483,590	511,778	491,107	491,107	

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. **Additional Single Audits: \$30,800**

The audit services contract was amended to include four additional programs in the Single Audit because the County received more American Recovery and Reinvestment Act (ARRA) funding than expected. The Federal Office of Budget and Management (OMB) requires that programs with more than \$500,000 of federal awards be audited. The OMB places additional audit requirements on programs with ARRA funds.

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Non-Departmental Services (8000B)
ALL FUNDS

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	382,854,036	371,276,557	329,717,886	346,156,907	16,439,021
Licenses, Permits and Franchises	396,063	396,181	396,063	387,607	(8,456)
Fines, Forfeitures and Penalties	980,581	415,227			
Use of Money and Property	4,081,757	6,366,169	5,483,769	5,811,790	328,021
Intergovernmental Revenues	2,497,440	2,321,801	1,345,345	1,346,599	1,254
Charges for Services	22,721	1,589,172	205	208	3
Interfund Revenue	3,887,343	4,604,695	4,925,053	5,342,859	417,806
Miscellaneous Revenue	504,200	3,426,364	300,000	100,000	(200,000)
Total Revenue	395,224,142	390,396,166	342,168,321	359,145,970	16,977,649
Fund Balance	222,079,958	246,634,457	192,630,229	206,067,338	13,437,109
TOTAL SOURCES	617,304,100	637,030,623	534,798,550	565,213,308	30,414,758
REQUIREMENTS					
Salaries and Benefits	2,531,803	1,695,531	2,100,000	4,100,000	2,000,000
Services and Supplies	15,745,288	16,469,210	27,119,593	21,736,630	(5,382,963)
Other Charges	2,673,079	2,389,795	3,301,336	3,747,473	446,137
Fixed Assets			43,000		(43,000)
Other Financing Uses	9,546,722	66,319,450	20,690,567	46,951,353	26,260,786
Gross Appropriations	30,496,892	86,873,986	53,254,496	76,535,456	23,280,960
Intrafund Transfers	(2,527,946)	(638,462)	(662,800)	(653,497)	9,303
Net Appropriations	27,968,946	86,235,524	52,591,696	75,881,959	23,290,263
Contingencies/Dept Reserves	266,118,362	212,695,764	145,918,717	130,468,734	(15,449,983)
TOTAL REQUIREMENTS	294,087,308	298,931,288	198,510,413	206,350,693	7,840,280
NET COUNTY COST	(323,216,792)	(338,099,335)	(336,288,137)	(358,862,615)	(22,574,478)

Non-Departmental Services (8000B)

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.

Mandated Services

- Portion of Retiree Health not funded by County departments: \$4,000,000
- Debt Service for various facilities, including Maguire Jail: \$5,031,468
- 2012 President election: \$2,223,000
- 5% General Reserve requirement: \$53,005,731
- 3% Contingency requirement: \$31,803,438
- Countywide IT and Capital Reserve requirements: \$4,000,000
- Amount in excess of Reserve requirements: \$41,659,565

Discretionary Services

- Children's Health Initiative contribution: \$2,430,000
- Countywide IT maintenance and new initiatives: \$13,547,923
- Contract Legal Services for Lehman and District Election lawsuits: \$780,618
- Rent Stabilization for General Fund departments: \$1,189,838
- Capital Projects: \$41,919,885 (see Capital Projects Budget for details)
- Fire Protection subsidy: \$228,000
- Flexible Spending Account (FSA) and Care\$hares Programs: \$400,000

Program Results

Reserves have declined over the past two years due to significant one-time purchases and capital improvement projects, primarily related to the purchase and improvements to Circle Star Plaza and the new jail site. The decline in Reserves is not directly related to County's structural budget deficit; however, the deficit has contributed.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Ongoing general purpose revenue growth	(0.1%)	2.0%	2.3%
Reserves and Contingencies as a percentage of General Fund Net Appropriations	21.4%	18.3%	15.6%

Non-Departmental Services (8000B) Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	294,087,308	298,931,288	198,510,413	206,350,693	7,840,280
Total Sources	617,304,100	637,030,623	534,798,550	565,213,308	30,414,758
Net County Cost	(323,216,792)	(338,099,335)	(336,288,137)	(358,862,615)	(22,574,478)

FY 2012-13 Program Funding Adjustments

The following are significant changes from the FY 2011-12 Revised to the FY 2012-13 Recommended Budget:

1. General Purpose Revenue Increase: \$16,977,649

Property Tax related revenues, including Property Tax In-Lieu of Vehicle License Fees, are expected to increase \$10.6 million and Sales and Use Tax revenues are expected to increase \$4.9 million. Projected increases in Property Transfer Tax, Transient Occupancy Tax, investment earnings and cost plan reimbursements account for the balance.

2. Fund Balance Increase: \$13,437,109

Fund Balance is projected to increase due to better than expected General Purpose revenue receipts, as well as savings for Countywide IT and Capital Improvement Projects not completed in FY 2011-12.

3. Capital Projects Increase: \$26,464,627

The General Fund contribution for Capital Projects has been increased to cover site preparation, architectural design and construction costs for the new jail, remodel of the San Mateo Medical Center ground floor and Unit 1B to accommodate 98 additional long-term care beds, Circle Star seismic and tenant improvements, and parks/trail projects.

4. Department Deficit Adjustments: (\$2,741,165)

Due to budget balancing initiatives undertaken by ISD and County Fire, the subsidies to both will be reduced substantially in FY 2012-13.

5. Reserves Decrease: (\$15,449,983)

Reserves have been reduced to balance the County's General Fund budget. This reduction is primarily due to the increase in Capital Improvement Projects planned for FY 2012-13.

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Debt Service Fund (8900B)

Debt Service Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	156,831	196,394			
Other Financing Sources	30,408,580	30,264,608	30,796,162	30,794,718	(1,444)
Total Revenue	30,565,411	30,461,003	30,796,162	30,794,718	(1,444)
Fund Balance	15,840,300	16,456,209	16,672,942	16,946,366	273,424
TOTAL SOURCES	46,405,711	46,917,211	47,469,104	47,741,084	271,980
REQUIREMENTS					
Other Charges	29,949,501	30,244,270	30,715,238	30,731,617	16,379
Net Appropriations	29,949,501	30,244,270	30,715,238	30,731,617	16,379
Non-General Fund Reserves	16,456,209	16,672,941	16,753,866	17,009,467	255,601
TOTAL REQUIREMENTS	46,405,711	46,917,211	47,469,104	47,741,084	271,980

Debt Service (8900B)

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 is planning on issuing lease revenue bonds this autumn to refinance \$40 million in outstanding tax-exempt lease revenue bonds from 1997, 1999 and 2001. It is anticipated that by refinancing these bonds in today's market, the County could generate approximately \$5 million in savings over the next twenty years. In addition, the County will reimburse itself approximately \$33 million for the purchase, seismic upgrade and tenant improvements for Circle Star South. The County will also explore the option of issuing \$20 million in taxable bonds to reimburse itself for the purchase of Circle Star North. By issuing taxable bonds, the County is not restricted from leasing the North Tower to for-profit entities. Finally, the County is also planning on financing the replacement of the Skylonda Fire Station at approximately \$3 million. The station is barely functional in its current state of disrepair. Depending on the final decision with regard to Circle Star North, the financing will range between \$75 - \$95 million. The financing for the new jail, which may include reimbursement for the purchase of the Woodhouse site, will likely occur in the summer or early fall of 2013. Staff is currently working on an RFP to establish a financing team for both issuances.

Debt service obligations for FY 2012-13 total \$30,769,867.

Performance Measures

	FY 2010-11 Actual	FY 2011-12 Estimate	FY 2012-13 Target
Issuer credit ratings from Moody's and Standard & Poor's	Aa1/ AAA	Aa1/ AAA	Aa1/ AAA
Debt Service obligations paid on time and within budget	100%	100%	100%

Debt Service Fund (8900B)
Resource Allocation Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
Total Requirements	46,405,711	46,917,211	47,469,104	47,741,084	271,980
Total Sources	46,405,711	46,917,211	47,469,104	47,741,084	271,980

FY 2012-13 Program Funding Adjustments

There are no significant changes.

FY 2012-13 Long Term Debt Service

Long-Term Debt Service	Principal	Interest	Total	Funding Sources
Colma Creek Flood Control ⁽¹⁾	385,000	1,126,652	1,511,652	Colma Creek Flood Control Special District
Courts Relocation Project	210,000	255,188	465,188	Courthouse Construction Fund
Crime Lab	365,000	540,009	905,009	General Fund/Fees
Equipment Project	15,000	22,213	37,213	General Fund/User Departments
Health Center	3,845,000	4,414,525	8,259,525	General Fund/SB1732FQHC/Tobacco Settl.
HSA Redwood City District Off.	145,000	178,338	323,338	HSA (claimable)/Housing/General Fund
Maguire Jail Facility	3,290,000	2,176,100	5,466,100	General Fund/Criminal Justice Facilities Fund
Mutual Aid ESC JPA/Admin Micro-	635,000	244,398	879,398	Reserves/User Departments/Cities
New Office Building	935,000	1,169,250	2,104,250	Facilities Surcharge/Rent from County Depts.
North County Clinic	540,000	116,425	656,425	FQHC Reimbursement/Tobacco Settlement
Sheriff's Radio Project	815,000	50,100	865,100	General Fund
Youth Services Center	2,875,000	6,421,669	9,296,669	Rent From Departments
TOTAL DEBT SERVICE	14,055,000	16,714,867	30,769,867	

⁽¹⁾Not included in the Debt Service Subject to Debt Limit.

Calculation of Annual Debt Service Limit	
Fiscal Year	Budget
Adopted FY 2008-09	1,793,835,041
Adopted FY 2009-10	1,755,387,719
Adopted FY 2010-11	1,816,193,673
Adopted FY 2011-12	1,751,892,284
Recommended FY 2012-13	1,835,835,404
Five Year Average	1,790,628,824
Debt Limit 4.0%	71,625,153
FY 2012-13 Debt Service Subject to the Debt Limit ⁽¹⁾	29,258,215
Under Limit by this Amount	42,366,938
% Under Debt Limit	59.2%

⁽¹⁾ Colma Creek Flood Control is not included in the Debt Service Subject to Debt Limit.



BUDGET UNIT AND PROGRAM SUMMARIES

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

Sheriff's Office (3000B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	3,958	3,140	2,100	2,100	
Fines, Forfeitures and Penalties	332,441	264,308	322,000	322,000	
Intergovernmental Revenues	39,766,405	46,419,678	54,396,769	76,501,962	22,105,193
Charges for Services	9,142,795	9,319,052	12,456,922	10,410,158	(2,046,764)
Interfund Revenue	11,378,525	12,902,111	13,250,647	3,552,691	(9,697,956)
Miscellaneous Revenue	893,520	993,898	710,389	717,513	7,124
Other Financing Sources	461,870	303,215			
Total Revenue	61,979,514	70,205,403	81,138,827	91,506,424	10,367,597
Fund Balance	8,174,415	9,967,565	12,582,189	12,251,755	(330,434)
TOTAL SOURCES	70,153,929	80,172,968	93,721,016	103,758,179	10,037,163
REQUIREMENTS					
Salaries and Benefits	109,920,560	125,362,371	135,453,649	141,425,257	5,971,608
Services and Supplies	16,011,174	13,249,349	20,337,877	24,469,292	4,131,415
Other Charges	17,179,638	18,010,804	18,257,732	18,601,809	344,077
Fixed Assets	732,062	5,668,904	3,655,640	4,333,548	677,908
Other Financing Uses	899,765	1,880,796	904,300	905,009	709
Gross Appropriations	144,743,199	164,172,224	178,609,198	189,734,915	11,125,717
Intrafund Transfers	(1,895,938)	(1,876,241)	(2,401,865)	(2,511,025)	(109,160)
Net Appropriations	142,847,261	162,295,983	176,207,333	187,223,890	11,016,557
Contingencies/Dept Reserves	4,666,589	6,296,631	7,610,868	6,631,474	(979,394)
TOTAL REQUIREMENTS	147,513,850	168,592,614	183,818,201	193,855,364	10,037,163
NET COUNTY COST	77,359,921	88,419,646	90,097,185	90,097,185	
AUTHORIZED POSITIONS					
Salary Resolution	625.0	659.0	664.0	678.0	14.0
Funded FTE	626.8	654.7	643.4	668.9	25.5

Administrative and Support Services (3011P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties		2,599			
Intergovernmental Revenues	18,214	558	3,850	3,850	
Charges for Services	253,529	238,629	242,100	242,100	
Interfund Revenue	36,453	20,899	5,000	5,000	
Miscellaneous Revenue	34,231	24,852	101,389	101,389	
Total Revenue	342,426	287,538	352,339	352,339	
Fund Balance	8,174,415	9,967,565	12,582,189	12,251,755	(330,434)
TOTAL SOURCES	8,516,841	10,255,103	12,934,528	12,604,094	(330,434)
REQUIREMENTS					
Salaries and Benefits	2,997,080	3,228,976	3,318,344	3,350,856	32,512
Services and Supplies	1,793,671	509,499	835,910	1,187,021	351,111
Other Charges	366,711	340,346	334,720	352,573	17,853
Gross Appropriations	5,157,462	4,078,821	4,488,974	4,890,450	401,476
Intrafund Transfers			(294,078)	(577,229)	(283,151)
Net Appropriations	5,157,462	4,078,821	4,194,896	4,313,221	118,325
Contingencies/Dept Reserves	4,666,589	6,296,631	7,610,868	6,631,474	(979,394)
TOTAL REQUIREMENTS	9,824,051	10,375,452	11,805,764	10,944,695	(861,069)
NET COUNTY COST	1,307,210	120,349	(1,128,764)	(1,659,399)	(530,635)
AUTHORIZED POSITIONS					
Salary Resolution	28.0	23.0	22.0	22.0	
Funded FTE	28.5	23.0	22.0	22.0	

Professional Standards Bureau (3013P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	3,958	3,140	2,100	2,100	
Intergovernmental Revenues	1,221,167	1,112,265	1,214,665	1,214,665	
Charges for Services	222,280	156,920	286,900	286,900	
Interfund Revenue	79,804	81,201	38,705	38,705	
Miscellaneous Revenue	106,456	151,278	489,000	489,000	
Other Financing Sources	18,800	23,500			
TOTAL SOURCES	1,652,465	1,528,303	2,031,370	2,031,370	
REQUIREMENTS					
Salaries and Benefits	10,203,345	10,204,451	8,336,342	8,497,355	161,013
Services and Supplies	807,813	751,385	1,585,597	1,500,283	(85,314)
Other Charges	1,155,018	1,473,736	1,186,183	1,180,723	(5,460)
Fixed Assets			900,000	900,000	
Gross Appropriations	12,166,176	12,429,572	12,008,122	12,078,361	70,239
Intrafund Transfers	(108,692)	(142,628)	(108,692)	(187,363)	(78,671)
TOTAL REQUIREMENTS	12,057,484	12,286,944	11,899,430	11,890,998	(8,432)
NET COUNTY COST	10,405,019	10,758,640	9,868,060	9,859,628	(8,432)
AUTHORIZED POSITIONS					
Salary Resolution	55.0	55.0	45.0	46.0	1.0
Funded FTE	54.9	54.9	44.9	45.9	1.0

Forensic Laboratory (3017P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	2,329,988	2,515,975	4,020,658	3,524,258	(496,400)
Charges for Services	913,636	1,089,613	1,673,750	1,673,750	
Interfund Revenue	596,053	689,743	633,159	660,972	27,813
Miscellaneous Revenue	235,460	48,133			
TOTAL SOURCES	4,075,136	4,343,463	6,327,567	5,858,980	(468,587)
REQUIREMENTS					
Salaries and Benefits	4,273,632	4,423,515	4,478,290	4,557,994	79,704
Services and Supplies	972,700	1,439,276	2,471,648	2,091,534	(380,114)
Other Charges	1,203,387	1,151,985	826,271	839,091	12,820
Fixed Assets	64,393	73,064	255,500	348,548	93,048
Other Financing Uses	899,765	907,553	904,300	905,009	709
Gross Appropriations	7,413,877	7,995,392	8,936,009	8,742,176	(193,833)
Intrafund Transfers	(714,634)	(418,539)			
TOTAL REQUIREMENTS	6,699,244	7,576,853	8,936,009	8,742,176	(193,833)
NET COUNTY COST	2,624,107	3,233,390	2,608,442	2,883,196	274,754
AUTHORIZED POSITIONS					
Salary Resolution	30.0	31.0	30.0	30.0	
Funded FTE	30.7	29.8	28.8	29.0	0.2

Patrol Bureau (3051P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	295,416	239,111	282,000	282,000	
Intergovernmental Revenues	6,378,380	10,196,723	14,947,214	21,181,463	6,234,249
Charges for Services	6,275,343	6,593,019	8,757,022	6,713,758	(2,043,264)
Miscellaneous Revenue	252,113	359,569	100,000	103,624	3,624
TOTAL SOURCES	13,201,252	17,388,422	24,086,236	28,280,845	4,194,609
REQUIREMENTS					
Salaries and Benefits	20,969,498	26,693,408	33,579,312	37,362,436	3,783,124
Services and Supplies	852,824	1,123,519	1,307,002	1,352,014	45,012
Other Charges	2,491,112	2,872,699	3,047,187	3,451,997	404,810
Fixed Assets	18,520	45,731			
Other Financing Uses		576,316			
Gross Appropriations	24,331,954	31,311,673	37,933,501	42,166,447	4,232,946
Intrafund Transfers	(73,610)	(58,414)	311,148	637,189	326,041
TOTAL REQUIREMENTS	24,258,344	31,253,259	38,244,649	42,803,636	4,558,987
NET COUNTY COST	11,057,092	13,864,837	14,158,413	14,522,791	364,378
AUTHORIZED POSITIONS					
Salary Resolution	100.0	135.0	155.0	157.0	2.0
Funded FTE	99.9	132.0	138.3	153.0	14.7

Investigations Bureau (3053P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	37,026	22,597	40,000	40,000	
Intergovernmental Revenues	9,492,850	9,202,119	11,883,013	12,621,578	738,565
Charges for Services	159,879	198,618	146,000	146,000	
Interfund Revenue	2,178,560	2,225,529	2,021,809	2,237,432	215,623
Miscellaneous Revenue	31,152	51,782			
TOTAL SOURCES	11,899,466	11,700,645	14,090,822	15,045,010	954,188
REQUIREMENTS					
Salaries and Benefits	12,455,884	13,636,781	14,482,929	15,303,920	820,991
Services and Supplies	4,876,897	4,200,080	5,324,610	5,693,974	369,364
Other Charges	1,203,949	1,191,627	1,825,242	1,536,948	(288,294)
Fixed Assets	103,446	396,505	450,000	325,000	(125,000)
Gross Appropriations	18,640,176	19,424,993	22,082,781	22,859,842	777,061
Intrafund Transfers	(706,050)	(714,143)	(668,335)	(741,714)	(73,379)
TOTAL REQUIREMENTS	17,934,126	18,710,850	21,414,446	22,118,128	703,682
NET COUNTY COST	6,034,660	7,010,205	7,323,624	7,073,118	(250,506)
AUTHORIZED POSITIONS					
Salary Resolution	71.0	72.0	73.0	78.0	5.0
Funded FTE	71.7	72.0	72.2	78.0	5.8

Office of Emergency Services (3055P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	4,344,822	9,043,569	6,164,971	10,807,443	4,642,472
Charges for Services	50,000	50,000	50,000	50,000	
Miscellaneous Revenue	6,722	778			
Other Financing Sources	443,070	279,715			
TOTAL SOURCES	4,844,613	9,374,062	6,214,971	10,857,443	4,642,472
REQUIREMENTS					
Salaries and Benefits	2,240,807	2,478,486	2,050,286	2,459,723	409,437
Services and Supplies	3,763,938	2,627,245	3,540,452	6,867,138	3,326,686
Other Charges	820,874	827,984	857,196	885,745	28,549
Fixed Assets	376,459	5,153,605	2,050,140	2,760,000	709,860
Gross Appropriations	7,202,077	11,087,321	8,498,074	12,972,606	4,474,532
Intrafund Transfers		(5,790)			
TOTAL REQUIREMENTS	7,202,077	11,081,531	8,498,074	12,972,606	4,474,532
NET COUNTY COST	2,357,464	1,707,469	2,283,103	2,115,163	(167,940)
AUTHORIZED POSITIONS					
Salary Resolution	10.0	10.0	10.0	12.0	2.0
Funded FTE	10.0	10.0	10.0	12.0	2.0

Maguire Correctional Facility (3101P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	12,726,933	11,476,844	12,492,192	12,492,192	
Charges for Services	303,114	182,061	255,000	255,000	
Interfund Revenue	673,958	675,098	712,474	610,582	(101,892)
Miscellaneous Revenue	201,518	309,604			
TOTAL SOURCES	13,905,523	12,643,607	13,459,666	13,357,774	(101,892)
REQUIREMENTS					
Salaries and Benefits	36,366,575	41,526,189	44,632,740	44,687,115	54,375
Services and Supplies	1,210,285	1,053,975	1,260,021	1,260,835	814
Other Charges	8,110,445	8,011,984	8,129,732	8,345,000	215,268
Fixed Assets	6,380				
TOTAL REQUIREMENTS	45,693,686	50,592,148	54,022,493	54,292,950	270,457
NET COUNTY COST	31,788,163	37,948,541	40,562,827	40,935,176	372,349
AUTHORIZED POSITIONS					
Salary Resolution	221.0	224.0	221.0	219.0	(2.0)
Funded FTE	221.7	224.0	221.0	219.0	(2.0)

Custody Programs (3150P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	2,027,383	1,691,668	2,381,471	3,172,992	791,521
Charges for Services	876,592	770,684	1,021,150	1,017,650	(3,500)
Miscellaneous Revenue	24,979	32,110	20,000	23,500	3,500
TOTAL SOURCES	2,928,954	2,494,462	3,422,621	4,214,142	791,521
REQUIREMENTS					
Salaries and Benefits	7,963,959	9,291,794	9,095,047	10,021,407	926,360
Services and Supplies	619,881	514,966	2,712,286	3,218,818	506,532
Other Charges	1,287,104	1,442,004	1,479,034	1,339,024	(140,010)
Fixed Assets	162,864				
Gross Appropriations	10,033,807	11,248,764	13,286,367	14,579,249	1,292,882
Intrafund Transfers	(101,622)	(315,931)	(1,495,000)	(1,495,000)	
TOTAL REQUIREMENTS	9,932,185	10,932,834	11,791,367	13,084,249	1,292,882
NET COUNTY COST	7,003,231	8,438,372	8,368,746	8,870,107	501,361
AUTHORIZED POSITIONS					
Salary Resolution	41.0	41.0	41.0	48.0	7.0
Funded FTE	40.5	41.0	40.8	45.0	4.3

Court Security and Transportation Services (3158P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	1,226,668	1,179,958	1,288,735	11,483,521	10,194,786
Charges for Services	88,422	39,509	25,000	25,000	
Interfund Revenue	7,813,697	9,209,642	9,839,500		(9,839,500)
Miscellaneous Revenue	890	15,792			
TOTAL SOURCES	9,129,677	10,444,902	11,153,235	11,508,521	355,286
REQUIREMENTS					
Salaries and Benefits	12,449,781	13,878,770	15,480,359	15,184,451	(295,908)
Services and Supplies	1,113,164	1,029,404	1,300,351	1,297,675	(2,676)
Other Charges	541,038	698,440	572,167	670,708	98,541
Other Financing Uses		396,927			
Gross Appropriations	14,103,984	16,003,541	17,352,877	17,152,834	(200,043)
Intrafund Transfers	(191,331)	(220,796)	(146,908)	(146,908)	
TOTAL REQUIREMENTS	13,912,653	15,782,745	17,205,969	17,005,926	(200,043)
NET COUNTY COST	4,782,975	5,337,843	6,052,734	5,497,405	(555,329)
AUTHORIZED POSITIONS					
Salary Resolution	69.0	68.0	67.0	66.0	(1.0)
Funded FTE	69.0	68.0	65.5	65.0	(0.5)

Message Switch (1940B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	601,894	586,033	587,396	550,308	(37,088)
Interfund Revenue	587	1,212	1,680	1,843	163
Miscellaneous Revenue	8,683				
Total Revenue	611,164	587,245	589,076	552,151	(36,925)
Fund Balance	546,311	668,278	737,099	731,027	(6,072)
TOTAL SOURCES	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)
REQUIREMENTS					
Services and Supplies	390,319	397,097	458,757	450,451	(8,306)
Other Charges	265,671	267,353	286,078	270,928	(15,150)
Gross Appropriations	655,989	664,450	744,835	721,379	(23,456)
Intrafund Transfers	(134,064)	(146,026)	(149,687)	(169,228)	(19,541)
Net Appropriations	521,925	518,424	595,148	552,151	(42,997)
Contingencies/Dept Reserves	635,550	737,099	731,027	731,027	
TOTAL REQUIREMENTS	1,157,475	1,255,523	1,326,175	1,283,178	(42,997)

Probation Department (3200B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	35,001	28,124	30,500	30,500	
Intergovernmental Revenues	24,340,622	25,840,241	27,725,404	30,905,908	3,180,504
Charges for Services	1,518,304	1,562,557	1,524,589	1,427,323	(97,266)
Miscellaneous Revenue	117,147	287,158	106,775	175,775	69,000
Total Revenue	26,011,074	27,718,080	29,387,268	32,539,506	3,152,238
Fund Balance	1,246,541	526,030	1,331,572	3,077,594	1,746,022
TOTAL SOURCES	27,257,615	28,244,110	30,718,840	35,617,100	4,898,260
REQUIREMENTS					
Salaries and Benefits	53,146,764	52,727,986	50,719,345	52,864,639	2,145,294
Services and Supplies	21,015,006	22,011,182	21,344,443	23,220,880	1,876,437
Other Charges	15,956,757	16,087,326	16,246,044	16,269,608	23,564
Fixed Assets			25,000	530,000	505,000
Other Financing Uses	24,933				
Gross Appropriations	90,143,461	90,826,495	88,334,832	92,885,127	4,550,295
Intrafund Transfers	(18,154,359)	(18,278,031)	(17,087,650)	(17,739,167)	(651,517)
Net Appropriations	71,989,102	72,548,464	71,247,182	75,145,960	3,898,778
Contingencies/Dept Reserves	137,485	137,485	352,602	1,352,084	999,482
TOTAL REQUIREMENTS	72,126,587	72,685,949	71,599,784	76,498,044	4,898,260
NET COUNTY COST	44,868,972	44,441,839	40,880,944	40,880,944	
AUTHORIZED POSITIONS					
Salary Resolution	437.0	417.0	404.0	407.0	3.0
Funded FTE	433.1	405.6	389.5	399.2	9.8

Administrative Services (3211P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	154,581	615,521	220,231	635,000	414,769
Charges for Services	100	2,400	150	150	
Miscellaneous Revenue	1,409	1,096			
Total Revenue	156,090	619,017	220,381	635,150	414,769
Fund Balance	1,246,541		171,000	768,889	597,889
TOTAL SOURCES	1,402,631	619,017	391,381	1,404,039	1,012,658
REQUIREMENTS					
Salaries and Benefits	2,969,259	2,467,094	3,055,859	3,088,270	32,411
Services and Supplies	957,160	927,107	448,845	1,131,045	682,200
Other Charges	1,429,691	1,930,929	2,071,898	2,089,218	17,320
Fixed Assets				450,000	450,000
Gross Appropriations	5,356,109	5,325,130	5,576,602	6,758,533	1,181,931
Intrafund Transfers	(3,453,412)	(4,595,371)	(5,356,221)	(5,423,383)	(67,162)
Net Appropriations	1,902,697	729,759	220,381	1,335,150	1,114,769
Contingencies/Dept Reserves	137,485		135,423	68,889	(66,534)
TOTAL REQUIREMENTS	2,040,182	729,759	355,804	1,404,039	1,048,235
NET COUNTY COST	637,551	110,742	(35,577)		35,577
AUTHORIZED POSITIONS					
Salary Resolution	19.0	21.0	21.0	21.0	
Funded FTE	19.0	20.7	20.7	20.8	0.1

Court Services (3227P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	27,196	25,945	28,500	28,500	
Intergovernmental Revenues	5,678,656	5,690,847	4,596,296	5,157,569	561,273
Charges for Services	1,083,792	1,190,835	1,053,759	1,095,557	41,798
Miscellaneous Revenue	19,478	78,468	8,400	58,400	50,000
Total Revenue	6,809,121	6,986,094	5,686,955	6,340,026	653,071
Fund Balance				247,259	247,259
TOTAL SOURCES	6,809,121	6,986,094	5,686,955	6,587,285	900,330
REQUIREMENTS					
Salaries and Benefits	12,561,525	12,286,388	11,033,710	12,013,388	979,678
Services and Supplies	5,026,447	4,866,830	4,608,446	6,407,972	1,799,526
Other Charges	1,502,884	1,469,382	921,820	871,890	(49,930)
Gross Appropriations	19,090,856	18,622,599	16,563,976	19,293,250	2,729,274
Intrafund Transfers	(6,725,065)	(5,162,441)	(3,646,166)	(4,058,519)	(412,353)
Net Appropriations	12,365,791	13,460,158	12,917,810	15,234,731	2,316,921
Contingencies/Dept Reserves				247,259	247,259
TOTAL REQUIREMENTS	12,365,791	13,460,158	12,917,810	15,481,990	2,564,180
NET COUNTY COST	5,556,669	6,474,064	7,230,855	8,894,705	1,663,850
AUTHORIZED POSITIONS					
Salary Resolution	120.0	78.0	90.0	99.0	9.0
Funded FTE	119.8	77.9	84.4	94.1	9.7

Realignment and Reentry (3230P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	2,717,807	3,289,873	4,594,128	5,752,362	1,158,234
Charges for Services				2,000	2,000
Miscellaneous Revenue		13,520	15,200	15,200	
Total Revenue	2,717,807	3,303,393	4,609,328	5,769,562	1,160,234
Fund Balance				229,225	229,225
TOTAL SOURCES	2,717,807	3,303,393	4,609,328	5,998,787	1,389,459
REQUIREMENTS					
Salaries and Benefits	3,572,677	4,046,656	5,094,814	5,924,539	829,725
Services and Supplies	1,834,699	1,821,161	3,860,277	3,948,842	88,565
Other Charges	120,052	167,645	213,360	226,984	13,624
Fixed Assets				80,000	80,000
Gross Appropriations	5,527,428	6,035,463	9,168,451	10,180,365	1,011,914
Intrafund Transfers	(154,948)	(164,233)	(134,220)	(264,206)	(129,986)
Net Appropriations	5,372,480	5,871,230	9,034,231	9,916,159	881,928
Contingencies/Dept Reserves				229,225	229,225
TOTAL REQUIREMENTS	5,372,480	5,871,230	9,034,231	10,145,384	1,111,153
NET COUNTY COST	2,654,673	2,567,837	4,424,903	4,146,597	(278,306)
AUTHORIZED POSITIONS					
Salary Resolution	41.0	41.0	41.0	42.0	1.0
Funded FTE	37.6	36.6	36.6	41.8	5.2

Supervision Services (3253P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	7,805	2,179	2,000	2,000	
Intergovernmental Revenues	5,022,780	5,979,932	5,348,317	5,872,924	524,607
Charges for Services	33,621	30,118	39,580	30,080	(9,500)
Miscellaneous Revenue	71,812	72,151	48,950	67,950	19,000
Total Revenue	5,136,018	6,084,380	5,438,847	5,972,954	534,107
Fund Balance		526,030		363,333	363,333
TOTAL SOURCES	5,136,018	6,610,410	5,438,847	6,336,287	897,440
REQUIREMENTS					
Salaries and Benefits	13,070,284	12,621,799	12,599,750	12,245,506	(354,244)
Services and Supplies	5,596,724	6,043,089	7,942,483	6,781,513	(1,160,970)
Other Charges	2,200,427	2,100,315	2,644,875	2,679,157	34,282
Gross Appropriations	20,867,435	20,765,203	23,187,108	21,706,176	(1,480,932)
Intrafund Transfers	(6,730,382)	(7,007,904)	(7,169,592)	(6,640,441)	529,151
Net Appropriations	14,137,052	13,757,299	16,017,516	15,065,735	(951,781)
Contingencies/Dept Reserves		137,485		363,333	363,333
TOTAL REQUIREMENTS	14,137,052	13,894,784	16,017,516	15,429,068	(588,448)
NET COUNTY COST	9,001,035	7,284,374	10,578,669	9,092,781	(1,485,888)
AUTHORIZED POSITIONS					
Salary Resolution	107.0	107.0	97.0	93.0	(4.0)
Funded FTE	106.9	104.9	95.9	92.1	(3.8)

Institutions Services (3283P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	10,766,799	10,264,069	12,966,432	13,488,053	521,621
Charges for Services	400,791	339,205	431,100	299,536	(131,564)
Miscellaneous Revenue	24,448	121,923	34,225	34,225	
Total Revenue	11,192,038	10,725,196	13,431,757	13,821,814	390,057
Fund Balance			1,160,572	1,468,888	308,316
TOTAL SOURCES	11,192,038	10,725,196	14,592,329	15,290,702	698,373
REQUIREMENTS					
Salaries and Benefits	20,973,020	21,306,049	18,935,212	19,592,936	657,724
Services and Supplies	7,599,976	8,352,995	4,484,392	4,951,508	467,116
Other Charges	10,703,704	10,419,055	10,394,091	10,402,359	8,268
Fixed Assets			25,000		(25,000)
Other Financing Uses	24,933				
Gross Appropriations	39,301,633	40,078,100	33,838,695	34,946,803	1,108,108
Intrafund Transfers	(1,090,551)	(1,348,082)	(781,451)	(1,352,618)	(571,167)
Net Appropriations	38,211,082	38,730,018	33,057,244	33,594,185	536,941
Contingencies/Dept Reserves			217,179	443,378	226,199
TOTAL REQUIREMENTS	38,211,082	38,730,018	33,274,423	34,037,563	763,140
NET COUNTY COST	27,019,044	28,004,821	18,682,094	18,746,861	64,767
AUTHORIZED POSITIONS					
Salary Resolution	150.0	170.0	155.0	152.0	(3.0)
Funded FTE	149.8	165.5	151.9	150.4	(1.4)

District Attorney's Office (2510B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	429,334	561,667	400,000	400,000	
Intergovernmental Revenues	10,628,390	9,594,367	10,442,865	11,510,809	1,067,944
Charges for Services	169,408	174,741			
Miscellaneous Revenue	311,235	321,344	54,000	61,420	7,420
Total Revenue	11,538,368	10,652,118	10,896,865	11,972,229	1,075,364
Fund Balance	2,812,801	1,571,952	1,652,512	1,196,868	(455,644)
TOTAL SOURCES	14,351,169	12,224,070	12,549,377	13,169,097	619,720
REQUIREMENTS					
Salaries and Benefits	20,931,676	21,688,519	22,112,732	22,546,591	433,859
Services and Supplies	998,848	912,530	1,126,032	1,290,884	164,852
Other Charges	1,772,315	1,720,142	1,605,942	1,626,951	21,009
Fixed Assets	23,701				
Net Appropriations	23,726,540	24,321,192	24,844,706	25,464,426	619,720
Contingencies/Dept Reserves	551,045		80,560	80,560	
TOTAL REQUIREMENTS	24,277,585	24,321,192	24,925,266	25,544,986	619,720
NET COUNTY COST	9,926,416	12,097,121	12,375,889	12,375,889	
AUTHORIZED POSITIONS					
Salary Resolution	129.0	125.0	118.0	118.0	
Funded FTE	125.2	122.2	116.2	115.9	(0.3)

Private Defender Program (2800B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	661,411	677,724	650,000	650,000	
Interfund Revenue	349,668	336,212	300,000	300,000	
TOTAL SOURCES	1,011,079	1,013,936	950,000	950,000	
REQUIREMENTS					
Services and Supplies	16,449,046	16,449,046	16,449,046	16,449,046	
Other Charges	61,476	61,483	61,483	61,483	
TOTAL REQUIREMENTS	16,510,522	16,510,529	16,510,529	16,510,529	
NET COUNTY COST	15,499,443	15,496,594	15,560,529	15,560,529	

County Support of the Courts (2700B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	7,301,671	8,008,212	7,053,034	7,012,000	(41,034)
Intergovernmental Revenues	29				
Charges for Services	2,140,514	2,171,683	1,993,000	2,017,000	24,000
Miscellaneous Revenue	792,095	870,025	800,000	929,034	129,034
TOTAL SOURCES	10,234,309	11,049,919	9,846,034	9,958,034	112,000
REQUIREMENTS					
Salaries and Benefits	413,543	454,545	460,000	465,000	5,000
Services and Supplies	672,808	1,010,140	1,130,000	1,130,000	
Other Charges	18,895,107	19,120,288	18,996,165	19,103,165	107,000
TOTAL REQUIREMENTS	19,981,458	20,584,973	20,586,165	20,698,165	112,000
NET COUNTY COST	9,747,149	9,535,054	10,740,131	10,740,131	

Coroner's Office (3300B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	11,111	10,952	11,200	11,215	15
Intergovernmental Revenues	441,270	393,713	450,713	450,713	
Charges for Services	230,195	337,394	281,150	270,000	(11,150)
Miscellaneous Revenue	16,372	29,875	7,138	7,138	
Total Revenue	698,949	771,934	750,201	739,066	(11,135)
Fund Balance	511,844	662,637	662,637	522,382	(140,255)
TOTAL SOURCES	1,210,793	1,434,571	1,412,838	1,261,448	(151,390)
REQUIREMENTS					
Salaries and Benefits	1,684,799	1,816,623	1,846,917	1,832,241	(14,676)
Services and Supplies	649,116	613,896	692,076	730,719	38,643
Other Charges	276,950	288,661	303,422	316,913	13,491
Net Appropriations	2,610,865	2,719,180	2,842,415	2,879,873	37,458
Contingencies/Dept Reserves	335,348	384,141	362,297	165,452	(196,845)
TOTAL REQUIREMENTS	2,946,213	3,103,321	3,204,712	3,045,325	(159,387)
NET COUNTY COST	1,735,420	1,668,750	1,791,874	1,783,877	(7,997)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	15.0	14.0	14.0	
Funded FTE	15.0	14.7	13.7	14.0	0.3

Public Safety Communications (1240B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	2,646,756	1,960,464	2,042,464	2,132,097	89,633
Charges for Services	3,920,283	4,119,638	4,301,806	4,391,433	89,627
Interfund Revenue	10,664	10,151	7,951	10,607	2,656
Miscellaneous Revenue	116,048	118,971	106,000	106,000	
Total Revenue	6,693,750	6,209,223	6,458,221	6,640,137	181,916
Fund Balance	557,578	834,756	723,357	254,431	(468,926)
TOTAL SOURCES	7,251,328	7,043,979	7,181,578	6,894,568	(287,010)
REQUIREMENTS					
Salaries and Benefits	7,587,991	8,393,795	8,165,061	8,193,699	28,638
Services and Supplies	556,037	496,461	459,970	538,873	78,903
Other Charges	459,890	479,513	500,323	425,160	(75,163)
Fixed Assets	7,501	527,538			
Gross Appropriations	8,611,419	9,897,306	9,125,354	9,157,732	32,378
Intrafund Transfers	(154,591)	(134,149)	(124,190)	(246,659)	(122,469)
Net Appropriations	8,456,829	9,763,157	9,001,164	8,911,073	(90,091)
Contingencies/Dept Reserves	272,078	650,610	650,610	453,691	(196,919)
TOTAL REQUIREMENTS	8,728,907	10,413,767	9,651,774	9,364,764	(287,010)
NET COUNTY COST	1,477,579	3,369,788	2,470,196	2,470,196	
AUTHORIZED POSITIONS					
Salary Resolution	56.0	54.0	54.0	54.0	
Funded FTE	55.4	54.0	54.0	54.0	

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	5,360,926	4,506,574	4,217,592	4,444,386	226,794
Use of Money and Property	58,585	53,057	42,000	42,000	
Intergovernmental Revenues	38,912	32,894	28,747	29,691	944
Charges for Services	238,904	279,159	265,000	275,000	10,000
Interfund Revenue		1,050,791	1,869,165	228,000	(1,641,165)
Miscellaneous Revenue	327,773	24,578	23,000	18,683	(4,317)
Total Revenue	6,025,099	5,947,053	6,445,504	5,037,760	(1,407,744)
Fund Balance	525,059	318,763	191,939	328,593	136,654
TOTAL SOURCES	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)
REQUIREMENTS					
Services and Supplies	6,231,396	6,073,876	6,637,443	5,229,699	(1,407,744)
Net Appropriations	6,231,396	6,073,876	6,637,443	5,229,699	(1,407,744)
Non-General Fund Reserves	318,763	191,939		136,654	136,654
TOTAL REQUIREMENTS	6,550,158	6,265,815	6,637,443	5,366,353	(1,271,090)

Fire Protection Services (3580B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Interfund Revenue	6,192,282	6,073,876	6,637,443	5,229,699	(1,407,744)
Miscellaneous Revenue		2,918			
TOTAL SOURCES	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)
REQUIREMENTS					
Salaries and Benefits	156	144	379	1,982	1,603
Services and Supplies	5,867,355	5,898,057	6,153,512	5,008,855	(1,144,657)
Other Charges	150,028	151,148	171,613	168,862	(2,751)
Fixed Assets	174,744	27,445	311,939	50,000	(261,939)
TOTAL REQUIREMENTS	6,192,282	6,076,794	6,637,443	5,229,699	(1,407,744)

County Service Area #1 (3560B)
County Service Area #1 Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	2,084,055	2,105,022	1,976,970	2,080,224	103,254
Use of Money and Property	14,260	16,874	15,000	15,000	
Intergovernmental Revenues	13,594	13,963	13,963	13,215	(748)
Charges for Services	91,720	91,720	93,000	93,000	
Total Revenue	2,203,629	2,227,579	2,098,933	2,201,439	102,506
Fund Balance	1,323,507	1,482,989	1,600,567	1,499,923	(100,644)
TOTAL SOURCES	3,527,136	3,710,568	3,699,500	3,701,362	1,862
REQUIREMENTS					
Services and Supplies	2,043,884	2,109,974	2,314,172	2,259,034	(55,138)
Other Charges	263	27	152	181	29
Net Appropriations	2,044,147	2,110,001	2,314,324	2,259,215	(55,109)
Non-General Fund Reserves	1,482,989	1,600,567	1,385,176	1,442,147	56,971
TOTAL REQUIREMENTS	3,527,136	3,710,568	3,699,500	3,701,362	1,862

Health Administration (5500B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	87,544	147,395	464,516	464,516	
Charges for Services	184,567		504,580	790,040	285,460
Interfund Revenue	19,568	19,568	1,000,000	900,000	(100,000)
Miscellaneous Revenue	368,365	54,248			
Total Revenue	660,044	221,211	1,969,096	2,154,556	185,460
Fund Balance	1,044,871	876,320	475,621	87,975	(387,646)
TOTAL SOURCES	1,704,915	1,097,531	2,444,717	2,242,531	(202,186)
REQUIREMENTS					
Salaries and Benefits	2,196,699	1,704,635	2,221,985	2,452,706	230,721
Services and Supplies	762,118	1,422,158	2,001,819	1,420,518	(581,301)
Other Charges	1,202,755	1,306,999	1,514,239	1,313,647	(200,592)
Other Financing Uses	280,000				
Gross Appropriations	4,441,572	4,433,792	5,738,043	5,186,871	(551,172)
Intrafund Transfers	(3,572,320)	(3,814,907)	(3,368,947)	(3,019,961)	348,986
Net Appropriations	869,252	618,885	2,369,096	2,166,910	(202,186)
Contingencies/Dept Reserves	732,425	64,730	75,621	75,621	
TOTAL REQUIREMENTS	1,601,677	683,615	2,444,717	2,242,531	(202,186)
NET COUNTY COST	(103,238)	(413,917)			
AUTHORIZED POSITIONS					
Salary Resolution	14.0	12.0	12.0	12.0	
Funded FTE	13.8	11.4	11.4	11.5	0.1

Health Policy and Planning (5550B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	135,713	443,415	240,000	240,000	
Charges for Services	736,294	1,232,709	2,081,770	1,965,279	(116,491)
Interfund Revenue	149,773	101,531	202,795	202,795	
Miscellaneous Revenue	3,544,426	3,858,869	4,367,401	4,400,681	33,280
Total Revenue	4,566,206	5,636,524	6,891,966	6,808,755	(83,211)
Fund Balance	371,899	449,547	378,664	319,552	(59,112)
TOTAL SOURCES	4,938,105	6,086,071	7,270,630	7,128,307	(142,323)
REQUIREMENTS					
Salaries and Benefits	4,700,624	5,684,139	5,594,538	5,650,200	55,662
Services and Supplies	7,422,789	7,285,225	8,253,094	8,053,366	(199,728)
Other Charges	186,497	263,637	255,879	273,335	17,456
Gross Appropriations	12,309,910	13,233,001	14,103,511	13,976,901	(126,610)
Intrafund Transfers	(4,217,972)	(3,674,983)	(3,682,735)	(3,678,454)	4,281
Net Appropriations	8,091,938	9,558,018	10,420,776	10,298,447	(122,329)
Contingencies/Dept Reserves	260,441	260,441	260,441	260,441	
TOTAL REQUIREMENTS	8,352,379	9,818,459	10,681,217	10,558,888	(122,329)
NET COUNTY COST	3,414,274	3,732,388	3,410,587	3,430,581	19,994
AUTHORIZED POSITIONS					
Salary Resolution	51.0	52.0	47.0	47.0	
Funded FTE	50.9	51.4	46.4	46.5	0.1

Emergency Medical Services GF (5600B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	7,685	40,693	20,450	34,235	13,785
Fines, Forfeitures and Penalties	477,839	490,268	569,608	745,472	175,864
Charges for Services	38,433	35,160	35,000	4,097,239	4,062,239
Miscellaneous Revenue	4,182,952	4,352,181	4,251,110	509,359	(3,741,751)
TOTAL SOURCES	4,706,909	4,918,302	4,876,168	5,386,305	510,137
REQUIREMENTS					
Salaries and Benefits	769,135	826,868	952,204	1,064,293	112,089
Services and Supplies	4,398,200	4,336,561	4,232,262	4,330,514	98,252
Other Charges	76,610	83,880	70,966	116,498	45,532
Gross Appropriations	5,243,945	5,247,309	5,255,432	5,511,305	255,873
Intrafund Transfers	(537,036)	(329,007)	(379,264)	(125,000)	254,264
TOTAL REQUIREMENTS	4,706,909	4,918,302	4,876,168	5,386,305	510,137
AUTHORIZED POSITIONS					
Salary Resolution	5.0	5.0	5.0	6.0	1.0
Funded FTE	5.0	5.0	5.0	6.0	1.0

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	2,412,060	2,623,687	1,960,741	2,430,581	469,840
Use of Money and Property	26,492	32,086	31,327	32,432	1,105
Charges for Services	220	220			
Miscellaneous Revenue	27,609	10,515		17,000	17,000
Total Revenue	2,466,381	2,666,507	1,992,068	2,480,013	487,945
Fund Balance	2,570,404	2,711,941	2,981,999	2,962,698	(19,301)
TOTAL SOURCES	5,036,785	5,378,448	4,974,067	5,442,711	468,644
REQUIREMENTS					
Services and Supplies	2,324,844	2,396,449	2,059,419	2,665,856	606,437
Net Appropriations	2,324,844	2,396,449	2,059,419	2,665,856	606,437
Non-General Fund Reserves	2,711,941	2,981,999	2,914,648	2,776,855	(137,793)
TOTAL REQUIREMENTS	5,036,785	5,378,448	4,974,067	5,442,711	468,644

Aging and Adult Services (5700B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	68,653	105,660	70,000	70,000	
Use of Money and Property	60,012	170,862	177,810	177,810	
Intergovernmental Revenues	11,792,007	11,342,840	11,825,818	12,001,047	175,229
Charges for Services	2,659,412	2,386,396	3,530,853	3,550,074	19,221
Interfund Revenue	150,305	459,295	297,283	218,969	(78,314)
Miscellaneous Revenue	246,232	263,777	691,034	670,940	(20,094)
Total Revenue	14,976,621	14,728,829	16,592,798	16,688,840	96,042
Fund Balance	1,845,931	1,845,933	1,425,934	1,025,934	(400,000)
TOTAL SOURCES	16,822,552	16,574,762	18,018,732	17,714,774	(303,958)
REQUIREMENTS					
Salaries and Benefits	13,075,091	13,454,690	14,367,620	14,595,640	228,020
Services and Supplies	3,295,662	3,188,916	3,831,516	3,857,616	26,100
Other Charges	4,816,478	5,045,393	5,326,827	5,160,779	(166,048)
Gross Appropriations	21,187,232	21,688,999	23,525,963	23,614,035	88,072
Intrafund Transfers	(1,367,866)	(1,319,143)	(1,728,519)	(1,768,519)	(40,000)
Net Appropriations	19,819,365	20,369,856	21,797,444	21,845,516	48,072
Contingencies/Dept Reserves	1,845,931	1,425,933	1,025,934	625,934	(400,000)
TOTAL REQUIREMENTS	21,665,296	21,795,789	22,823,378	22,471,450	(351,928)
NET COUNTY COST	4,842,744	5,221,027	4,804,646	4,756,676	(47,970)
AUTHORIZED POSITIONS					
Salary Resolution	117.0	117.0	118.0	120.0	2.0
Funded FTE	117.0	116.5	117.5	120.0	2.5

Conservatorship Program (5700P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	60,012	170,862	100,000	100,000	
Charges for Services	2,481,294	2,215,861	3,213,545	3,232,766	19,221
Interfund Revenue	22,485	191,300			
Miscellaneous Revenue	165,676	162,338	432,124	438,738	6,614
TOTAL SOURCES	2,729,467	2,740,362	3,745,669	3,771,504	25,835
REQUIREMENTS					
Salaries and Benefits	4,254,200	4,568,629	4,757,546	4,782,418	24,872
Services and Supplies	1,736,467	1,694,261	2,083,910	2,091,802	7,892
Other Charges	504,182	523,187	504,832	638,797	133,965
Gross Appropriations	6,494,850	6,786,077	7,346,288	7,513,017	166,729
Intrafund Transfers	(1,159,582)	(1,168,509)	(1,294,819)	(1,294,819)	
TOTAL REQUIREMENTS	5,335,267	5,617,568	6,051,469	6,218,198	166,729
NET COUNTY COST	2,605,800	2,877,207	2,305,800	2,446,694	140,894
AUTHORIZED POSITIONS					
Salary Resolution	44.0	44.0	42.0	42.0	
Funded FTE	44.0	43.9	41.9	42.0	0.1

Public Administrator Program (5710P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property			77,810	77,810	
Charges for Services			202,308	202,308	
Miscellaneous Revenue				1,356	1,356
TOTAL SOURCES			280,118	281,474	1,356
REQUIREMENTS					
Salaries and Benefits			396,808	386,655	(10,153)
Services and Supplies			121,936	92,226	(29,710)
Other Charges			136,374	51,833	(84,541)
TOTAL REQUIREMENTS			655,118	530,714	(124,404)
NET COUNTY COST			375,000	249,240	(125,760)
AUTHORIZED POSITIONS					
Salary Resolution			4.0	4.0	
Funded FTE			4.0	4.0	

Community-Based Programs (5720P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	68,653	105,660	70,000	70,000	
Intergovernmental Revenues	11,792,007	11,342,840	11,825,818	12,001,047	175,229
Charges for Services	178,118	170,535	115,000	115,000	
Interfund Revenue	127,820	267,994	297,283	218,969	(78,314)
Miscellaneous Revenue	80,557	101,438	258,910	230,846	(28,064)
Total Revenue	12,247,154	11,988,468	12,567,011	12,635,862	68,851
Fund Balance	1,845,931	1,845,933	1,425,934	1,025,934	(400,000)
TOTAL SOURCES	14,093,085	13,834,401	13,992,945	13,661,796	(331,149)
REQUIREMENTS					
Salaries and Benefits	8,820,892	8,886,061	9,213,266	9,426,567	213,301
Services and Supplies	1,559,195	1,494,655	1,625,670	1,673,588	47,918
Other Charges	4,312,295	4,522,206	4,685,621	4,470,149	(215,472)
Gross Appropriations	14,692,382	14,902,922	15,524,557	15,570,304	45,747
Intrafund Transfers	(208,284)	(150,635)	(433,700)	(473,700)	(40,000)
Net Appropriations	14,484,098	14,752,288	15,090,857	15,096,604	5,747
Contingencies/Dept Reserves	1,845,931	1,425,933	1,025,934	625,934	(400,000)
TOTAL REQUIREMENTS	16,330,029	16,178,221	16,116,791	15,722,538	(394,253)
NET COUNTY COST	2,236,944	2,343,820	2,123,846	2,060,742	(63,104)
AUTHORIZED POSITIONS					
Salary Resolution	73.0	73.0	72.0	74.0	2.0
Funded FTE	73.0	72.6	71.6	74.0	2.4

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	14,261	11,925			
Intergovernmental Revenues	7,394,207	8,033,742	10,694,431	12,950,248	2,255,817
Interfund Revenue	4,747,060	4,750,015	4,052,050	4,052,050	
Miscellaneous Revenue	5,265	7,981			
Total Revenue	12,160,793	12,803,662	14,746,481	17,002,298	2,255,817
Fund Balance	3,372,643	3,372,667	3,372,666	1,199,999	(2,172,667)
TOTAL SOURCES	15,533,436	16,176,329	18,119,147	18,202,297	83,150
REQUIREMENTS					
Salaries and Benefits	481,860	496,672	673,242	687,623	14,381
Services and Supplies	3,049,454	3,000,052	3,043,148	4,386,814	1,343,666
Other Charges	8,629,454	9,306,940	13,202,758	11,927,861	(1,274,897)
Net Appropriations	12,160,769	12,803,664	16,919,148	17,002,298	83,150
Non-General Fund Reserves	3,372,667	3,372,666	1,199,999	1,199,999	
TOTAL REQUIREMENTS	15,533,436	16,176,329	18,119,147	18,202,297	83,150

IHSS Public Authority GF (6900B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
REQUIREMENTS					
Other Charges	4,487,523	4,487,523	3,702,306	3,702,306	
TOTAL REQUIREMENTS	4,487,523	4,487,523	3,702,306	3,702,306	
NET COUNTY COST	4,487,523	4,487,523	3,702,306	3,702,306	

Environmental Health Services (5900B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	777,262	824,429	831,456	826,921	(4,535)
Fines, Forfeitures and Penalties	96,480	101,965	95,000	100,000	5,000
Intergovernmental Revenues	1,344,451	1,502,255	1,856,771	1,726,791	(129,980)
Charges for Services	8,838,129	9,925,522	10,159,983	10,221,205	61,222
Miscellaneous Revenue	319,451	454,450	260,000	300,000	40,000
Other Financing Sources	76,795				
Total Revenue	11,452,567	12,808,621	13,203,210	13,174,917	(28,293)
Fund Balance	1,900,068	2,293,835	2,579,007	2,468,466	(110,541)
TOTAL SOURCES	13,352,635	15,102,456	15,782,217	15,643,383	(138,834)
REQUIREMENTS					
Salaries and Benefits	9,063,613	9,832,103	10,064,059	10,028,206	(35,853)
Services and Supplies	2,145,019	1,981,839	2,493,862	2,372,075	(121,787)
Other Charges	897,657	893,706	1,084,177	995,377	(88,800)
Fixed Assets	26,190				
Gross Appropriations	12,132,478	12,707,648	13,642,098	13,395,658	(246,440)
Intrafund Transfers			(113,057)	(116,625)	(3,568)
Net Appropriations	12,132,478	12,707,648	13,529,041	13,279,033	(250,008)
Contingencies/Dept Reserves	1,900,068	2,293,835	2,468,466	2,468,466	
TOTAL REQUIREMENTS	14,032,546	15,001,483	15,997,507	15,747,499	(250,008)
NET COUNTY COST	679,911	(100,973)	215,290	104,116	(111,174)
AUTHORIZED POSITIONS					
Salary Resolution	73.0	74.0	74.0	74.0	
Funded FTE	72.6	73.7	73.7	74.0	0.3

Behavioral Health and Recovery Services (6100B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	34,016	34,016	34,016	33,276	(740)
Intergovernmental Revenues	68,769,328	73,119,587	68,331,177	68,010,000	(321,177)
Charges for Services	37,867,371	26,904,141	33,489,132	35,716,310	2,227,178
Miscellaneous Revenue	1,482,476	1,328,283	3,397,210	2,412,014	(985,196)
Total Revenue	108,153,191	101,386,027	105,251,535	106,171,600	920,065
Fund Balance	6,975,029	7,093,761	7,173,544	4,195,166	(2,978,378)
TOTAL SOURCES	115,128,220	108,479,788	112,425,079	110,366,766	(2,058,313)
REQUIREMENTS					
Salaries and Benefits	44,401,364	46,821,454	50,180,260	50,473,881	293,621
Services and Supplies	54,932,206	48,104,438	50,551,309	48,796,887	(1,754,422)
Other Charges	30,805,976	29,871,266	31,125,020	33,082,709	1,957,689
Gross Appropriations	130,139,546	124,797,158	131,856,589	132,353,477	496,888
Intrafund Transfers	(2,612,729)	(4,032,705)	(3,209,949)	(3,468,467)	(258,518)
Net Appropriations	127,526,817	120,764,453	128,646,640	128,885,010	238,370
Contingencies/Dept Reserves	6,381,306	5,546,099	3,521,014	3,521,014	
TOTAL REQUIREMENTS	133,908,123	126,310,552	132,167,654	132,406,024	238,370
NET COUNTY COST	18,779,903	17,830,763	19,742,575	22,039,258	2,296,683
AUTHORIZED POSITIONS					
Salary Resolution	401.0	400.0	395.0	395.0	
Funded FTE	388.3	380.5	375.1	377.9	2.8

Behavioral Health and Recovery Administration (6110P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	7,418,031	5,048,133	5,453,250	4,646,947	(806,303)
Charges for Services	5,949,477	6,548,667	7,892,770	9,200,029	1,307,259
Miscellaneous Revenue	23,421	155,099	945,722	13,057	(932,665)
Total Revenue	13,390,929	11,751,899	14,291,742	13,860,033	(431,709)
Fund Balance	6,681,827	6,748,895	4,804,403	4,049,402	(755,001)
TOTAL SOURCES	20,072,756	18,500,794	19,096,145	17,909,435	(1,186,710)
REQUIREMENTS					
Salaries and Benefits	6,162,759	6,552,407	7,037,786	7,519,770	481,984
Services and Supplies	4,961,753	5,379,430	5,827,064	5,126,997	(700,067)
Other Charges	3,595,508	3,126,015	3,937,085	3,001,582	(935,503)
Gross Appropriations	14,720,019	15,057,852	16,801,935	15,648,349	(1,153,586)
Intrafund Transfers		(669,793)		(17,080)	(17,080)
Net Appropriations	14,720,019	14,388,059	16,801,935	15,631,269	(1,170,666)
Contingencies/Dept Reserves	6,225,753	5,390,546	3,460,461	3,460,461	
TOTAL REQUIREMENTS	20,945,772	19,778,605	20,262,396	19,091,730	(1,170,666)
NET COUNTY COST	873,016	1,277,811	1,166,251	1,182,295	16,044
AUTHORIZED POSITIONS					
Salary Resolution	53.0	54.0	53.0	55.0	2.0
Funded FTE	51.5	52.6	52.0	55.0	3.0

Mental Health Youth Services (6130P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	20,211,843	27,290,361	20,363,564	20,253,070	(110,494)
Charges for Services	3,806,911	(2,192,009)	2,545,218	4,241,580	1,696,362
Miscellaneous Revenue	177,728	139,755	83,124	236,596	153,472
Total Revenue	24,196,483	25,238,107	22,991,906	24,731,246	1,739,340
Fund Balance			639,075		(639,075)
TOTAL SOURCES	24,196,483	25,238,107	23,630,981	24,731,246	1,100,265
REQUIREMENTS					
Salaries and Benefits	17,044,267	18,334,959	18,620,812	18,340,253	(280,559)
Services and Supplies	10,694,338	11,182,678	10,877,561	13,078,587	2,201,026
Other Charges	2,037,774	2,246,724	2,312,643	2,489,571	176,928
Gross Appropriations	29,776,378	31,764,360	31,811,016	33,908,411	2,097,395
Intrafund Transfers	(1,868,616)	(2,690,261)	(2,653,686)	(2,935,715)	(282,029)
TOTAL REQUIREMENTS	27,907,762	29,074,099	29,157,330	30,972,696	1,815,366
NET COUNTY COST	3,711,279	3,835,992	5,526,349	6,241,450	715,101
AUTHORIZED POSITIONS					
Salary Resolution	161.0	155.0	151.0	149.0	(2.0)
Funded FTE	159.0	148.8	144.8	142.2	(2.5)

Mental Health Adult Services (6140P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	32,233,392	32,023,796	34,665,657	34,170,938	(494,719)
Charges for Services	26,491,082	21,850,742	20,188,276	19,701,814	(486,462)
Miscellaneous Revenue	531,848	392,768	1,459,706	1,281,174	(178,532)
Total Revenue	59,256,323	54,267,306	56,313,639	55,153,926	(1,159,713)
Fund Balance			1,291,010		(1,291,010)
TOTAL SOURCES	59,256,323	54,267,306	57,604,649	55,153,926	(2,450,723)
REQUIREMENTS					
Salaries and Benefits	17,727,405	19,029,909	21,098,800	21,550,527	451,727
Services and Supplies	37,666,439	30,376,884	32,455,224	29,940,475	(2,514,749)
Other Charges	13,237,904	12,720,850	12,152,238	13,167,001	1,014,763
Gross Appropriations	68,631,749	62,127,643	65,706,262	64,658,003	(1,048,259)
Intrafund Transfers	(176,603)	(196,603)			
TOTAL REQUIREMENTS	68,455,146	61,931,040	65,706,262	64,658,003	(1,048,259)
NET COUNTY COST	9,198,823	7,663,734	8,101,613	9,504,077	1,402,464
AUTHORIZED POSITIONS					
Salary Resolution	157.0	162.0	163.0	166.0	3.0
Funded FTE	147.8	151.8	152.0	157.2	5.2

Alcohol and Other Drug Services (6170P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	34,016	34,016	34,016	33,276	(740)
Intergovernmental Revenues	8,906,062	8,757,296	7,848,706	8,939,045	1,090,339
Charges for Services	1,619,901	696,741	2,862,868	2,572,887	(289,981)
Miscellaneous Revenue	749,478	640,662	908,658	881,187	(27,471)
Total Revenue	11,309,456	10,128,716	11,654,248	12,426,395	772,147
Fund Balance	293,202	344,866	439,056	145,764	(293,292)
TOTAL SOURCES	11,602,658	10,473,582	12,093,304	12,572,159	478,855
REQUIREMENTS					
Salaries and Benefits	3,466,933	2,904,179	3,422,862	3,063,331	(359,531)
Services and Supplies	1,609,676	1,165,445	1,391,460	650,828	(740,632)
Other Charges	11,934,791	11,777,678	12,723,054	14,424,555	1,701,501
Gross Appropriations	17,011,399	15,847,302	17,537,376	18,138,714	601,338
Intrafund Transfers	(567,510)	(476,048)	(556,263)	(515,672)	40,591
Net Appropriations	16,443,889	15,371,255	16,981,113	17,623,042	641,929
Contingencies/Dept Reserves	155,553	155,553	60,553	60,553	
TOTAL REQUIREMENTS	16,599,442	15,526,808	17,041,666	17,683,595	641,929
NET COUNTY COST	4,996,784	5,053,226	4,948,362	5,111,436	163,074
AUTHORIZED POSITIONS					
Salary Resolution	30.0	29.0	28.0	25.0	(3.0)
Funded FTE	30.0	27.4	26.4	23.5	(2.9)

Public Health (6200B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	454,257	527,905	636,613	580,425	(56,188)
Fines, Forfeitures and Penalties		107			
Intergovernmental Revenues	14,131,447	12,514,231	13,344,752	13,407,239	62,487
Charges for Services	2,185,180	1,893,594	1,754,168	1,864,934	110,766
Interfund Revenue	621,221	1,624,889	1,637,205	1,217,078	(420,127)
Miscellaneous Revenue	368,292	404,326	153,158	130,573	(22,585)
Total Revenue	17,760,397	16,965,052	17,525,896	17,200,249	(325,647)
Fund Balance	2,355,673	2,309,306	2,214,889	1,924,626	(290,263)
TOTAL SOURCES	20,116,070	19,274,358	19,740,785	19,124,875	(615,910)
REQUIREMENTS					
Salaries and Benefits	12,842,822	12,347,966	13,606,124	12,961,347	(644,777)
Services and Supplies	8,809,384	9,229,256	9,445,474	10,258,801	813,327
Other Charges	2,054,454	1,983,242	2,062,265	2,088,693	26,428
Gross Appropriations	23,706,660	23,560,464	25,113,863	25,308,841	194,978
Intrafund Transfers	(1,232,224)	(1,545,429)	(3,097,175)	(3,165,300)	(68,125)
Net Appropriations	22,474,436	22,015,035	22,016,688	22,143,541	126,853
Contingencies/Dept Reserves	1,968,191	1,529,343	1,924,626	1,253,264	(671,362)
TOTAL REQUIREMENTS	24,442,627	23,544,378	23,941,314	23,396,805	(544,509)
NET COUNTY COST	4,326,557	4,270,020	4,200,529	4,271,930	71,401
AUTHORIZED POSITIONS					
Salary Resolution	94.0	95.0	91.0	86.0	(5.0)
Funded FTE	93.8	91.9	88.8	85.0	(3.8)

Family Health Services (6240B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties		1,500			
Intergovernmental Revenues	10,872,736	11,283,108	11,565,465	11,974,187	408,722
Charges for Services	3,062,599	3,297,864	3,601,256	3,632,432	31,176
Miscellaneous Revenue	2,158,852	2,052,742	2,033,956	2,016,312	(17,644)
Total Revenue	16,094,187	16,635,214	17,200,677	17,622,931	422,254
Fund Balance	2,055,667	2,090,143	2,096,718	1,476,854	(619,864)
TOTAL SOURCES	18,149,854	18,725,357	19,297,395	19,099,785	(197,610)
REQUIREMENTS					
Salaries and Benefits	19,349,002	20,032,855	21,038,021	22,103,982	1,065,961
Services and Supplies	3,365,221	3,481,673	3,549,865	3,359,344	(190,521)
Other Charges	1,843,930	1,962,101	1,855,330	1,854,754	(576)
Fixed Assets		106,750	200,000		(200,000)
Gross Appropriations	24,558,154	25,583,379	26,643,216	27,318,080	674,864
Intrafund Transfers	(689,698)	(901,607)	(1,245,135)	(1,261,125)	(15,990)
Net Appropriations	23,868,455	24,681,772	25,398,081	26,056,955	658,874
Contingencies/Dept Reserves	1,259,163	1,293,639	1,293,639	789,639	(504,000)
TOTAL REQUIREMENTS	25,127,618	25,975,411	26,691,720	26,846,594	154,874
NET COUNTY COST	6,977,764	7,250,054	7,394,325	7,746,809	352,484
AUTHORIZED POSITIONS					
Salary Resolution	176.0	177.0	172.0	172.0	
Funded FTE	166.0	165.9	159.4	164.0	4.6

Correctional Health Services (6300B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	308,492	132,026	1,065,205	1,426,189	360,984
Charges for Services	1,660	2,229	1,600	1,600	
Interfund Revenue	453,926	340,444	340,444	340,444	
Miscellaneous Revenue	47,533	86,026	24,162	24,162	
Total Revenue	811,610	560,724	1,431,411	1,792,395	360,984
Fund Balance	709,189	745,852	770,963	748,774	(22,189)
TOTAL SOURCES	1,520,799	1,306,576	2,202,374	2,541,169	338,795
REQUIREMENTS					
Salaries and Benefits	11,135,068	11,559,400	11,991,794	11,971,427	(20,367)
Services and Supplies	4,942,302	4,842,187	4,474,831	4,549,954	75,123
Other Charges	518,689	461,637	1,243,990	1,090,629	(153,361)
Gross Appropriations	16,596,060	16,863,224	17,710,615	17,612,010	(98,605)
Intrafund Transfers	(8,829,489)	(7,646,473)	(8,317,306)	(7,879,906)	437,400
Net Appropriations	7,766,571	9,216,751	9,393,309	9,732,104	338,795
Contingencies/Dept Reserves	284,925	423,663	183,221	183,221	
TOTAL REQUIREMENTS	8,051,496	9,640,414	9,576,530	9,915,325	338,795
NET COUNTY COST	6,530,697	8,333,838	7,374,156	7,374,156	
AUTHORIZED POSITIONS					
Salary Resolution	93.0	90.0	88.0	87.0	(1.0)
Funded FTE	90.4	85.8	84.2	83.1	(1.2)

San Mateo Medical Center (6600B)
 Medical Center Enterprise Fund
 FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	18	(10,757)			
Use of Money and Property	5,038	8,875			
Intergovernmental Revenues	38,039,201	75,534,143	64,292,484	82,246,396	17,953,912
Charges for Services	141,373,851	149,942,131	165,809,033	133,886,782	(31,922,251)
Interfund Revenue	19,876,817	11,623,765	12,119,010	14,514,004	2,394,994
Miscellaneous Revenue	9,309,332	4,851,127	10,388,089	4,680,316	(5,707,773)
Other Financing Sources	25,568,178	21,946,869	9,374,946	23,431,684	14,056,738
Total Revenue	234,172,435	263,896,152	261,983,562	258,759,182	(3,224,380)
Fund Balance	10,048,494	3,503,124	14,418,769		(14,418,769)
TOTAL SOURCES	244,220,929	267,399,276	276,402,331	258,759,182	(17,643,149)
REQUIREMENTS					
Salaries and Benefits	142,675,222	147,619,430	152,501,262	142,301,996	(10,199,266)
Services and Supplies	63,132,916	66,206,087	70,438,295	71,043,728	605,433
Other Charges	26,391,600	27,656,108	31,759,466	32,094,709	335,243
Fixed Assets	20,001		8,872,308	1,733,520	(7,138,788)
Other Financing Uses	10,303,219	9,979,427	12,831,000	11,585,229	(1,245,771)
Net Appropriations	242,522,957	251,461,052	276,402,331	258,759,182	(17,643,149)
Non-General Fund Reserves	1,697,972	15,938,225			
TOTAL REQUIREMENTS	244,220,929	267,399,276	276,402,331	258,759,182	(17,643,149)
AUTHORIZED POSITIONS					
Salary Resolution	1,234.0	1,227.0	1,194.0	978.0	(216.0)
Funded FTE	1,123.7	1,112.2	1,098.5	908.4	(190.2)

Contributions to Medical Center (5850B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	11,479,500	10,634,067	10,634,067	10,634,067	
Miscellaneous Revenue	6,450,605	7,489,517	5,612,056	5,612,056	
TOTAL SOURCES	17,930,105	18,123,584	16,246,123	16,246,123	
REQUIREMENTS					
Services and Supplies	41,652,819	42,506,944	49,624,000	51,750,000	2,126,000
Other Financing Uses	24,917,635	21,946,869	9,374,946	23,431,684	14,056,738
Gross Appropriations	66,570,454	64,453,813	58,998,946	75,181,684	16,182,738
Intrafund Transfers			(1,500,000)		1,500,000
TOTAL REQUIREMENTS	66,570,454	64,453,813	57,498,946	75,181,684	17,682,738
NET COUNTY COST	48,640,349	46,330,229	41,252,823	58,935,561	17,682,738

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

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	326,850	353,260	262,000	221,000	(41,000)
Intergovernmental Revenues	7,688,591	5,722,162	6,096,000	5,805,000	(291,000)
Miscellaneous Revenue	209,282	432,569			
Total Revenue	8,224,723	6,507,991	6,358,000	6,026,000	(332,000)
Fund Balance	32,558,985	31,624,095	26,631,806	22,268,402	(4,363,404)
TOTAL SOURCES	40,783,708	38,132,086	32,989,806	28,294,402	(4,695,404)
REQUIREMENTS					
Salaries and Benefits	1,062,284	1,246,466	1,319,843	1,228,786	(91,057)
Services and Supplies	471,665	683,359	589,500	900,000	310,500
Other Charges	7,625,846	9,570,455	24,649,796	8,064,999	(16,584,797)
Net Appropriations	9,159,796	11,500,280	26,559,139	10,193,785	(16,365,354)
Non-General Fund Reserves	31,623,912	26,631,806	6,430,667	18,100,617	11,669,950
TOTAL REQUIREMENTS	40,783,708	38,132,086	32,989,806	28,294,402	(4,695,404)
AUTHORIZED POSITIONS					
Salary Resolution	12.0	12.0	12.0	10.0	(2.0)
Funded FTE	10.8	10.8	10.8	10.1	(0.7)

Human Services Agency (7000B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	130,412,590	133,376,985	144,665,784	141,032,362	(3,633,422)
Charges for Services	903,392	726,556	934,090	1,740,000	805,910
Interfund Revenue	50,973	34,577	36,000	36,000	
Miscellaneous Revenue	2,941,425	4,581,621	3,032,858	1,543,955	(1,488,903)
Total Revenue	134,308,380	138,719,739	148,668,732	144,352,317	(4,316,415)
Fund Balance	8,840,401	6,943,083	5,945,724	6,123,074	177,350
TOTAL SOURCES	143,148,781	145,662,822	154,614,456	150,475,391	(4,139,065)
REQUIREMENTS					
Salaries and Benefits	79,625,832	81,013,792	81,955,940	82,585,543	629,603
Services and Supplies	43,087,679	43,303,310	42,889,344	45,159,831	2,270,487
Other Charges	66,757,626	70,305,971	76,878,003	72,162,006	(4,715,997)
Fixed Assets	109,803	765	100,000	150,000	50,000
Other Financing Uses	244,843	292,936	293,032	293,032	
Gross Appropriations	189,825,783	194,916,774	202,116,319	200,350,412	(1,765,907)
Intrafund Transfers	(24,307,928)	(24,859,615)	(23,993,568)	(25,829,622)	(1,836,054)
Net Appropriations	165,517,855	170,057,159	178,122,751	174,520,790	(3,601,961)
Contingencies/Dept Reserves	6,660,807	5,625,204	5,914,503	5,723,074	(191,429)
TOTAL REQUIREMENTS	172,178,662	175,682,363	184,037,254	180,243,864	(3,793,390)
NET COUNTY COST	29,029,880	30,019,541	29,422,798	29,768,473	345,675
AUTHORIZED POSITIONS					
Salary Resolution	778.0	733.0	702.0	704.0	2.0
Funded FTE	782.5	724.7	691.3	697.5	6.2

Administration / Office of the Agency Director (7010P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	999,251	607,006			
Charges for Services		85			
Miscellaneous Revenue	68,215	101,628			
Total Revenue	1,067,466	708,719			
Fund Balance	8,840,401	4,518,549	4,789,857	4,616,419	(173,438)
TOTAL SOURCES	9,907,867	5,227,268	4,789,857	4,616,419	(173,438)
REQUIREMENTS					
Salaries and Benefits	12,712,201	12,259,675	11,610,522	11,947,619	337,097
Services and Supplies	1,509,015	868,682	1,466,975	2,333,848	866,873
Other Charges	4,448,647	4,533,845	4,863,212	3,628,244	(1,234,968)
Fixed Assets	79,945		100,000		(100,000)
Gross Appropriations	18,749,809	17,662,202	18,040,709	17,909,711	(130,998)
Intrafund Transfers	(17,316,293)	(16,554,574)	(18,040,709)	(17,909,711)	130,998
Net Appropriations	1,433,516	1,107,628			
Contingencies/Dept Reserves	6,660,807	4,518,549	4,789,857	4,616,419	(173,438)
TOTAL REQUIREMENTS	8,094,323	5,626,177	4,789,857	4,616,419	(173,438)
NET COUNTY COST	(1,813,544)	398,909			
AUTHORIZED POSITIONS					
Salary Resolution	108.0	98.0	90.0	91.0	1.0
Funded FTE	109.9	97.1	89.1	90.5	1.4

County Programs (7210P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	800,187	705,727	1,041,000	1,030,000	(11,000)
Miscellaneous Revenue	44,443	(31,184)			
Total Revenue	844,630	674,543	1,041,000	1,030,000	(11,000)
Fund Balance		817,879			
TOTAL SOURCES	844,630	1,492,422	1,041,000	1,030,000	(11,000)
REQUIREMENTS					
Services and Supplies	1,538,753	416,092	1,342,020	1,120,000	(222,020)
Other Charges	4,084,181	4,985,585	4,879,910	5,342,770	462,860
TOTAL REQUIREMENTS	5,622,935	5,401,678	6,221,930	6,462,770	240,840
NET COUNTY COST	4,778,304	3,909,256	5,180,930	5,432,770	251,840

Eligibility Determination (7220P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	42,753,032	42,763,348	47,914,855	50,526,676	2,611,821
Miscellaneous Revenue	303,426	514,199	70,000	45,000	(25,000)
Total Revenue	43,056,457	43,277,547	47,984,855	50,571,676	2,586,821
Fund Balance				361,966	361,966
TOTAL SOURCES	43,056,457	43,277,547	47,984,855	50,933,642	2,948,787
REQUIREMENTS					
Salaries and Benefits	29,833,242	32,011,414	34,932,782	35,665,015	732,233
Services and Supplies	14,643,120	15,384,648	17,517,609	17,878,331	360,722
Other Charges	4,582,180	4,576,392	4,505,684	7,155,840	2,650,156
Fixed Assets	29,858	765		150,000	150,000
Other Financing Uses	78,348	93,737	93,756	93,756	
Gross Appropriations	49,166,747	52,066,955	57,049,831	60,942,942	3,893,111
Intrafund Transfers	(2,131,804)	(4,021,540)	(1,670,000)	(2,159,098)	(489,098)
TOTAL REQUIREMENTS	47,034,944	48,045,415	55,379,831	58,783,844	3,404,013
NET COUNTY COST	3,978,486	4,767,868	7,394,976	7,850,202	455,226
AUTHORIZED POSITIONS					
Salary Resolution	344.0	332.0	327.0	332.0	5.0
Funded FTE	342.0	328.3	323.4	328.8	5.4

Welfare Aid Payments (7240P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	20,049,640	21,931,060	23,161,446	21,867,124	(1,294,322)
Miscellaneous Revenue	106,975	98,980			
TOTAL SOURCES	20,156,615	22,030,041	23,161,446	21,867,124	(1,294,322)
REQUIREMENTS					
Other Charges	20,534,135	22,533,196	23,673,534	22,346,588	(1,326,946)
TOTAL REQUIREMENTS	20,534,135	22,533,196	23,673,534	22,346,588	(1,326,946)
NET COUNTY COST	377,520	503,155	512,088	479,464	(32,624)

Workforce Investment (7310P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	6,406,290	6,931,041	8,328,493	7,883,434	(445,059)
Miscellaneous Revenue	140,929	7,313			
TOTAL SOURCES	6,547,218	6,938,354	8,328,493	7,883,434	(445,059)
REQUIREMENTS					
Salaries and Benefits	2,233,153	2,826,584	2,908,853	3,204,897	296,044
Services and Supplies	951,645	1,490,783	1,716,196	2,233,436	517,240
Other Charges	3,298,053	2,555,969	3,444,222	3,070,498	(373,724)
Gross Appropriations	6,482,851	6,873,337	8,069,271	8,508,831	439,560
Intrafund Transfers	(41,043)			(625,397)	(625,397)
TOTAL REQUIREMENTS	6,441,807	6,873,337	8,069,271	7,883,434	(185,837)
NET COUNTY COST	(105,411)	(65,017)	(259,222)		259,222
AUTHORIZED POSITIONS					
Salary Resolution	21.0	21.0	26.0	31.0	5.0
Funded FTE	21.0	21.0	24.1	30.9	6.9

Employment Services (7320P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	8,476,731	8,499,734	6,000,781	5,916,383	(84,398)
Miscellaneous Revenue	208,481	214,758	184,000	20,500	(163,500)
Total Revenue	8,685,212	8,714,491	6,184,781	5,936,883	(247,898)
Fund Balance				38,034	38,034
TOTAL SOURCES	8,685,212	8,714,491	6,184,781	5,974,917	(209,864)
REQUIREMENTS					
Salaries and Benefits	3,351,852	3,770,746	4,345,401	3,484,755	(860,646)
Services and Supplies	4,769,908	4,540,913	1,375,984	1,897,403	521,419
Other Charges	1,532,007	1,523,291	1,407,848	1,704,191	296,343
Other Financing Uses	102,839	123,039	123,067	123,067	
Gross Appropriations	9,756,607	9,957,989	7,252,300	7,209,416	(42,884)
Intrafund Transfers	(48,406)	(53,549)	(43,517)	(142,028)	(98,511)
TOTAL REQUIREMENTS	9,708,200	9,904,439	7,208,783	7,067,388	(141,395)
NET COUNTY COST	1,022,989	1,189,948	1,024,002	1,092,471	68,469
AUTHORIZED POSITIONS					
Salary Resolution	38.0	43.0	40.0	30.0	(10.0)
Funded FTE	36.9	42.4	38.9	29.7	(9.1)

Vocational Rehab Services (7330P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	1,466,464	1,661,092	1,403,795	1,435,795	32,000
Charges for Services	903,392	726,471	934,090	1,740,000	805,910
Interfund Revenue	50,973	34,577	36,000	36,000	
Miscellaneous Revenue	262,878	142,852	1,268,068	190,000	(1,078,068)
TOTAL SOURCES	2,683,708	2,564,992	3,641,953	3,401,795	(240,158)
REQUIREMENTS					
Salaries and Benefits	4,234,803	3,872,180	3,872,223	3,979,425	107,202
Services and Supplies	2,716,598	2,484,649	3,405,066	3,146,770	(258,296)
Other Charges	524,457	531,797	569,297	550,121	(19,176)
Gross Appropriations	7,475,859	6,888,626	7,846,586	7,676,316	(170,270)
Intrafund Transfers	(3,342,022)	(3,167,987)	(3,290,100)	(3,266,654)	23,446
TOTAL REQUIREMENTS	4,133,837	3,720,639	4,556,486	4,409,662	(146,824)
NET COUNTY COST	1,450,129	1,155,647	914,533	1,007,867	93,334
AUTHORIZED POSITIONS					
Salary Resolution	33.0	32.0	32.0	33.0	1.0
Funded FTE	33.0	31.7	31.7	32.9	1.2

Children and Family Services (7420P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	23,324,587	25,167,853	24,180,044	24,029,135	(150,909)
Miscellaneous Revenue	223,373	221,685	92,694	292,694	200,000
Total Revenue	23,547,960	25,389,539	24,272,738	24,321,829	49,091
Fund Balance			49,212		(49,212)
TOTAL SOURCES	23,547,960	25,389,539	24,321,950	24,321,829	(121)
REQUIREMENTS					
Salaries and Benefits	21,092,220	21,116,315	19,676,444	20,434,097	757,653
Services and Supplies	10,742,796	11,576,756	9,406,902	10,103,010	696,108
Other Charges	2,759,424	2,937,812	3,429,130	2,830,634	(598,496)
Other Financing Uses	61,208	73,231	73,279	73,279	
Gross Appropriations	34,655,648	35,704,114	32,585,755	33,441,020	855,265
Intrafund Transfers	(332,538)	(269,702)	(403,767)	(287,767)	116,000
Net Appropriations	34,323,110	35,434,412	32,181,988	33,153,253	971,265
Contingencies/Dept Reserves			17,991		(17,991)
TOTAL REQUIREMENTS	34,323,110	35,434,412	32,199,979	33,153,253	953,274
NET COUNTY COST	10,775,150	10,044,873	7,878,029	8,831,424	953,395
AUTHORIZED POSITIONS					
Salary Resolution	179.0	161.0	150.0	157.0	7.0
Funded FTE	184.8	159.7	148.5	155.5	7.0

Out of Home Placement (7440P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	19,131,820	19,389,999	25,352,054	19,799,146	(5,552,908)
Miscellaneous Revenue	1,361,014	3,058,047	1,099,596	847,132	(252,464)
Total Revenue	20,492,833	22,448,046	26,451,650	20,646,278	(5,805,372)
Fund Balance		1,293,320	793,320	793,320	
TOTAL SOURCES	20,492,833	23,741,366	27,244,970	21,439,598	(5,805,372)
REQUIREMENTS					
Salaries and Benefits	1,617,453	1,526,505	1,465,174	1,521,078	55,904
Services and Supplies	2,168,698	2,717,255	2,659,874	1,971,645	(688,229)
Other Charges	19,144,008	20,808,964	24,095,705	18,932,997	(5,162,708)
Net Appropriations	22,930,159	25,052,724	28,220,753	22,425,720	(5,795,033)
Contingencies/Dept Reserves		793,320	793,320	793,320	
TOTAL REQUIREMENTS	22,930,159	25,846,044	29,014,073	23,219,040	(5,795,033)
NET COUNTY COST	2,437,325	2,104,678	1,769,103	1,779,442	10,339
AUTHORIZED POSITIONS					
Salary Resolution	12.0	11.0	11.0	11.0	
Funded FTE	12.0	10.3	10.3	11.0	0.7

Child Care Services (7360P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	6,337,341	5,233,205	6,666,104	6,838,268	172,164
Miscellaneous Revenue	200	66,659			
Total Revenue	6,337,541	5,299,864	6,666,104	6,838,268	172,164
Fund Balance		313,335	313,335	313,335	
TOTAL SOURCES	6,337,541	5,613,199	6,979,439	7,151,603	172,164
REQUIREMENTS					
Salaries and Benefits	766,291	735,084	726,795	773,821	47,026
Services and Supplies	278,565	211,625	401,363	336,115	(65,248)
Other Charges	5,503,015	4,939,960	5,611,593	5,826,711	215,118
Other Financing Uses	2,448	2,929	2,930	2,930	
Net Appropriations	6,550,318	5,889,598	6,742,681	6,939,577	196,896
Contingencies/Dept Reserves		313,335	313,335	313,335	
TOTAL REQUIREMENTS	6,550,318	6,202,933	7,056,016	7,252,912	196,896
NET COUNTY COST	212,777	589,734	76,577	101,309	24,732
AUTHORIZED POSITIONS					
Salary Resolution	9.0	9.0	7.0	7.0	
Funded FTE	9.0	9.0	7.0	7.0	

Homeless and Safety Net Services (7510P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	604,047	431,131	553,482	950,921	397,439
Miscellaneous Revenue		2,333			
TOTAL SOURCES	604,047	433,464	553,482	950,921	397,439
REQUIREMENTS					
Salaries and Benefits	578,987	516,399	384,484	458,899	74,415
Services and Supplies	2,753,142	2,805,585	2,896,994	3,765,928	868,934
Other Charges	205,039	232,664	233,645	225,503	(8,142)
Gross Appropriations	3,537,168	3,554,649	3,515,123	4,450,330	935,207
Intrafund Transfers	(18,000)	(160,146)	(142,146)	(681,041)	(538,895)
TOTAL REQUIREMENTS	3,519,168	3,394,503	3,372,977	3,769,289	396,312
NET COUNTY COST	2,915,120	2,961,039	2,819,495	2,818,368	(1,127)
AUTHORIZED POSITIONS					
Salary Resolution	5.0	4.0	3.0	3.0	
Funded FTE	5.0	4.0	3.0	3.0	

Community Capacity (7520P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	63,200	55,788	63,730	755,480	691,750
Miscellaneous Revenue	221,492	184,351	318,500	148,629	(169,871)
TOTAL SOURCES	284,692	240,140	382,230	904,109	521,879
REQUIREMENTS					
Salaries and Benefits	3,205,631	2,378,889	2,033,262	1,115,937	(917,325)
Services and Supplies	1,015,439	806,323	700,361	373,345	(327,016)
Other Charges	142,479	146,496	164,223	547,909	383,686
Gross Appropriations	4,363,549	3,331,707	2,897,846	2,037,191	(860,655)
Intrafund Transfers	(1,077,822)	(632,117)	(403,329)	(757,926)	(354,597)
TOTAL REQUIREMENTS	3,285,726	2,699,590	2,494,517	1,279,265	(1,215,252)
NET COUNTY COST	3,001,034	2,459,450	2,112,287	375,156	(1,737,131)
AUTHORIZED POSITIONS					
Salary Resolution	29.0	22.0	16.0	9.0	(7.0)
Funded FTE	28.9	21.3	15.4	8.1	(7.3)

Department of Child Support Services (2600B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	11,327,047	11,392,101	11,611,615	11,487,615	(124,000)
Miscellaneous Revenue	(67)		289,621	245,360	(44,261)
TOTAL SOURCES	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
REQUIREMENTS					
Salaries and Benefits	9,677,772	9,967,940	10,467,598	10,494,730	27,132
Services and Supplies	454,728	388,491	410,650	420,650	10,000
Other Charges	1,194,449	1,035,670	1,172,186	943,993	(228,193)
Gross Appropriations	11,326,949	11,392,101	12,050,434	11,859,373	(191,061)
Intrafund Transfers	31		(149,198)	(126,398)	22,800
TOTAL REQUIREMENTS	11,326,980	11,392,101	11,901,236	11,732,975	(168,261)
AUTHORIZED POSITIONS					
Salary Resolution	92.0	90.0	90.0	90.0	
Funded FTE	90.7	89.3	89.2	89.2	(0.0)

Planning and Building (3800B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	2,510,704	2,517,876	2,606,219	2,853,272	247,053
Fines, Forfeitures and Penalties	46,260	26,202	15,000	25,000	10,000
Intergovernmental Revenues	868	101,170	275,000	125,000	(150,000)
Charges for Services	1,189,171	1,354,353	1,571,077	1,334,102	(236,975)
Interfund Revenue	125,551	4,357	50,000	100,000	50,000
Miscellaneous Revenue	715,560	604,311	274,920	25,200	(249,720)
Total Revenue	4,588,115	4,608,268	4,792,216	4,462,574	(329,642)
Fund Balance	4,691,353	3,450,872	2,205,099	808,547	(1,396,552)
TOTAL SOURCES	9,279,468	8,059,140	6,997,315	5,271,121	(1,726,194)
REQUIREMENTS					
Salaries and Benefits	6,043,834	6,196,898	6,394,798	6,404,330	9,532
Services and Supplies	6,292,129	4,948,360	5,704,886	4,487,047	(1,217,839)
Other Charges	589,150	553,626	589,439	582,183	(7,256)
Gross Appropriations	12,925,113	11,698,885	12,689,123	11,473,560	(1,215,563)
Intrafund Transfers	(5,529,934)	(4,404,215)	(4,810,269)	(4,149,261)	661,008
Net Appropriations	7,395,179	7,294,669	7,878,854	7,324,299	(554,555)
Contingencies/Dept Reserves	1,962,137	1,032,354	493,247	208,000	(285,247)
TOTAL REQUIREMENTS	9,357,316	8,327,023	8,372,101	7,532,299	(839,802)
NET COUNTY COST	77,847	267,883	1,374,786	2,261,178	886,392
AUTHORIZED POSITIONS					
Salary Resolution	52.0	52.0	49.0	48.0	(1.0)
Funded FTE	52.0	51.6	48.5	47.5	(0.9)

Administration and Support (3810P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services			135,000		(135,000)
Interfund Revenue				30,000	30,000
Miscellaneous Revenue	3,461	31,212			
Total Revenue	3,461	31,212	135,000	30,000	(105,000)
Fund Balance	4,691,353	3,450,872	2,205,099	808,547	(1,396,552)
TOTAL SOURCES	4,694,814	3,482,084	2,340,099	838,547	(1,501,552)
REQUIREMENTS					
Salaries and Benefits	1,627,804	1,559,168	1,814,737	1,896,821	82,084
Services and Supplies	3,080,418	2,446,909	2,580,743	1,466,049	(1,114,694)
Other Charges	451,984	429,346	444,640	444,636	(4)
Gross Appropriations	5,160,206	4,435,422	4,840,120	3,807,506	(1,032,614)
Intrafund Transfers	(2,712,918)	(2,094,697)	(2,578,050)	(2,808,512)	(230,462)
Net Appropriations	2,447,288	2,340,725	2,262,070	998,994	(1,263,076)
Contingencies/Dept Reserves	1,962,137	1,032,354	493,247	208,000	(285,247)
TOTAL REQUIREMENTS	4,409,425	3,373,079	2,755,317	1,206,994	(1,548,323)
NET COUNTY COST	(285,389)	(109,005)	415,218	368,447	(46,771)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	15.0	15.0	15.0	
Funded FTE	14.9	14.9	14.9	14.9	

Long Range Planning Services (3830P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	868	95,617	275,000	125,000	(150,000)
Charges for Services	2,660	6,378			
Interfund Revenue	125,551		50,000		(50,000)
Miscellaneous Revenue	159,947	206,644	187,544	11,200	(176,344)
TOTAL SOURCES	289,027	308,639	512,544	136,200	(376,344)
REQUIREMENTS					
Salaries and Benefits	870,604	937,854	832,642	622,100	(210,542)
Services and Supplies	556,422	477,190	948,321	803,096	(145,225)
Other Charges	12,206	9,063	9,023	9,023	
Gross Appropriations	1,439,231	1,424,107	1,789,986	1,434,219	(355,767)
Intrafund Transfers	(812,588)	(548,807)	(630,165)		630,165
TOTAL REQUIREMENTS	626,643	875,300	1,159,821	1,434,219	274,398
NET COUNTY COST	337,616	566,661	647,277	1,298,019	650,742
AUTHORIZED POSITIONS					
Salary Resolution	7.0	7.0	6.0	5.0	(1.0)
Funded FTE	7.0	7.0	6.0	5.0	(1.0)

Development Review Services (3840P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	2,510,704	2,517,876	2,606,219	2,853,272	247,053
Fines, Forfeitures and Penalties	46,260	26,202	15,000	25,000	10,000
Intergovernmental Revenues		5,553			
Charges for Services	1,186,511	1,347,975	1,436,077	1,334,102	(101,975)
Interfund Revenue		4,357		70,000	70,000
Miscellaneous Revenue	552,153	366,455	87,376	14,000	(73,376)
TOTAL SOURCES	4,295,628	4,268,417	4,144,672	4,296,374	151,702
REQUIREMENTS					
Salaries and Benefits	3,545,426	3,699,877	3,747,419	3,885,409	137,990
Services and Supplies	2,655,289	2,024,262	2,175,822	2,217,902	42,080
Other Charges	124,960	115,217	135,776	128,524	(7,252)
Gross Appropriations	6,325,676	5,839,356	6,059,017	6,231,835	172,818
Intrafund Transfers	(2,004,428)	(1,760,711)	(1,602,054)	(1,340,749)	261,305
TOTAL REQUIREMENTS	4,321,248	4,078,645	4,456,963	4,891,086	434,123
NET COUNTY COST	25,620	(189,773)	312,291	594,712	282,421
AUTHORIZED POSITIONS					
Salary Resolution	30.0	30.0	28.0	28.0	
Funded FTE	30.0	29.7	27.6	27.7	0.1

Local Agency Formation Commission (3570B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	159,278	165,079	165,638	157,813	(7,825)
Charges for Services	29,573	8,357	25,000	25,000	
Miscellaneous Revenue				2,636	2,636
Total Revenue	188,851	173,436	190,638	185,449	(5,189)
Fund Balance	139,037	108,808	84,285	49,413	(34,872)
TOTAL SOURCES	327,888	282,244	274,923	234,862	(40,061)
REQUIREMENTS					
Salaries and Benefits	202,272	209,099	220,146	209,693	(10,453)
Services and Supplies	62,354	34,053	73,132	52,197	(20,935)
Other Charges	29,403	37,345	50,831	42,817	(8,014)
Gross Appropriations	294,029	280,497	344,109	304,707	(39,402)
Intrafund Transfers	(74,979)	(82,538)	(77,004)	(78,907)	(1,903)
Net Appropriations	219,050	197,959	267,105	225,800	(41,305)
Contingencies/Dept Reserves	108,838	84,285	7,818	9,062	1,244
TOTAL REQUIREMENTS	327,888	282,244	274,923	234,862	(40,061)
AUTHORIZED POSITIONS					
Salary Resolution	1.0	1.0	1.0	1.0	
Funded FTE	1.0	1.0	1.0	1.0	

County Library (3700B)
County Library Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	18,802,988	18,232,579	17,162,530	17,257,980	95,450
Use of Money and Property	102,831	119,568	84,800	84,800	
Intergovernmental Revenues	453,344	507,046	422,669	106,450	(316,219)
Charges for Services	692,722	588,062	556,000	568,000	12,000
Interfund Revenue	157,388	157,388	157,388	157,386	(2)
Miscellaneous Revenue	792,271	481,479	403,365	320,365	(83,000)
Total Revenue	21,001,544	20,086,121	18,786,752	18,494,981	(291,771)
Fund Balance	11,490,382	11,641,652	12,471,616	12,842,455	370,839
TOTAL SOURCES	32,491,926	31,727,773	31,258,368	31,337,436	79,068
REQUIREMENTS					
Salaries and Benefits	11,909,355	12,603,684	12,779,063	12,528,750	(250,313)
Services and Supplies	14,398,639	12,581,674	14,234,314	13,042,299	(1,192,015)
Other Charges	1,378,565	1,383,581	1,423,554	1,385,227	(38,327)
Fixed Assets	1,058,388	211,002	296,000		(296,000)
Gross Appropriations	28,744,947	26,779,940	28,732,931	26,956,276	(1,776,655)
Intrafund Transfers	(7,894,673)	(7,523,783)	(8,796,084)	(8,046,243)	749,841
Net Appropriations	20,850,274	19,256,157	19,936,847	18,910,033	(1,026,814)
Contingencies/Dept Reserves	7,403,077	8,233,041	3,666,418	3,586,280	(80,138)
Non-General Fund Reserves	4,238,575	4,238,575	7,655,103	8,841,123	1,186,020
TOTAL REQUIREMENTS	32,491,926	31,727,773	31,258,368	31,337,436	79,068
AUTHORIZED POSITIONS					
Salary Resolution	130.0	130.0	126.0	122.0	(4.0)
Funded FTE	113.0	114.2	110.9	107.3	(3.6)

Housing and Community Development (7920P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	4,409,846	5,787,951	5,937,840	3,670,786	(2,267,054)
Interfund Revenue			1,867,637	3,160,642	1,293,005
Miscellaneous Revenue	1,370,979	939,155	822,425	1,011,723	189,298
Total Revenue	5,780,825	6,727,105	8,627,902	7,843,151	(784,751)
Fund Balance		9,045			
TOTAL SOURCES	5,780,825	6,736,150	8,627,902	7,843,151	(784,751)
REQUIREMENTS					
Salaries and Benefits	2,134,083	1,918,526	2,030,788	1,715,135	(315,653)
Services and Supplies	227,938	369,464	451,265	546,542	95,277
Other Charges	3,417,804	4,553,161	6,208,945	5,544,570	(664,375)
Net Appropriations	5,779,825	6,841,151	8,690,998	7,806,247	(884,751)
Contingencies/Dept Reserves	1,000		36,904	36,904	
TOTAL REQUIREMENTS	5,780,825	6,841,151	8,727,902	7,843,151	(884,751)
NET COUNTY COST		105,000	100,000		(100,000)
AUTHORIZED POSITIONS					
Salary Resolution	14.0	14.0	14.0	11.0	(3.0)
Funded FTE	13.9	13.7	13.7	10.8	(2.8)

Housing Authority (7930P)
Housing Authority Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	1,472,650	1,412,705	1,279,508	1,312,783	33,275
Intergovernmental Revenues	63,641,462	70,793,612	74,165,083	72,464,335	(1,700,748)
Interfund Revenue	87,650				
Miscellaneous Revenue	187,232	263,142	238,395	250,000	11,605
TOTAL SOURCES	65,388,994	72,469,459	75,682,986	74,027,118	(1,655,868)
REQUIREMENTS					
Salaries and Benefits	4,365,536	4,706,509	4,730,397	4,650,300	(80,097)
Services and Supplies	2,417,376	2,430,907	2,336,787	2,920,600	583,813
Other Charges	58,346,960	64,853,581	68,415,802	66,206,218	(2,209,584)
Fixed Assets	259,122	478,462	200,000	250,000	50,000
TOTAL REQUIREMENTS	65,388,994	72,469,459	75,682,986	74,027,118	(1,655,868)
AUTHORIZED POSITIONS					
Salary Resolution	46.0	46.0	46.0	46.0	
Funded FTE	46.0	46.0	46.0	46.0	

Parks Division (3900B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	5,909	4,114	7,000	3,000	(4,000)
Use of Money and Property	111,863	131,026	257,594	152,594	(105,000)
Intergovernmental Revenues	16,838	5,000			
Charges for Services	1,433,410	1,352,616	1,808,117	1,539,495	(268,622)
Interfund Revenue		57,497	110,468	25,000	(85,468)
Miscellaneous Revenue	176,407	554,011	55,000	55,000	
Other Financing Sources	237,500	163,914	234,348	170,066	(64,282)
Total Revenue	1,981,926	2,268,179	2,472,527	1,945,155	(527,372)
Fund Balance	103,599	150,361	52,309	2,227	(50,082)
TOTAL SOURCES	2,085,525	2,418,540	2,524,836	1,947,382	(577,454)
REQUIREMENTS					
Salaries and Benefits	6,419,721	6,537,219	6,238,470	5,883,316	(355,154)
Services and Supplies	942,996	956,268	963,240	1,529,590	566,350
Other Charges	1,153,499	1,141,967	1,049,726	818,551	(231,175)
Fixed Assets	24,220				
Gross Appropriations	8,540,436	8,635,454	8,251,436	8,231,457	(19,979)
Intrafund Transfers	(55,000)	(55,000)	(54,997)	(54,997)	
Net Appropriations	8,485,436	8,580,454	8,196,439	8,176,460	(19,979)
Contingencies/Dept Reserves	194,880	133,119			
TOTAL REQUIREMENTS	8,680,316	8,713,573	8,196,439	8,176,460	(19,979)
NET COUNTY COST	6,594,791	6,295,033	5,671,603	6,229,078	557,475
AUTHORIZED POSITIONS					
Salary Resolution	52.0	52.0	51.0	46.0	(5.0)
Funded FTE	52.0	51.5	50.1	46.2	(3.9)

Fish and Game (3950B)
 Fish and Game Propagation Fund
 FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	1,847	1,654	2,000	1,650	(350)
Use of Money and Property	701	871	500	800	300
Charges for Services	175				
Total Revenue	2,724	2,525	2,500	2,450	(50)
Fund Balance	71,454	74,178	76,703	79,286	2,583
TOTAL SOURCES	74,178	76,703	79,203	81,736	2,533
REQUIREMENTS					
Services and Supplies			15,000	67,500	52,500
Net Appropriations			15,000	67,500	52,500
Non-General Fund Reserves	74,178	76,703	64,203	14,236	(49,967)
TOTAL REQUIREMENTS	74,178	76,703	79,203	81,736	2,533

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	1,051	239			
Total Revenue	1,051	239			
Fund Balance	109,176	80,227	239		(239)
TOTAL SOURCES	110,227	80,466	239		(239)
REQUIREMENTS					
Services and Supplies		73,227	239		(239)
Other Financing Uses	30,000	7,000			
Net Appropriations	30,000	80,227	239		(239)
Non-General Fund Reserves	80,227	239			
TOTAL REQUIREMENTS	110,227	80,466	239		(239)

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	35,656	37,039	35,000	25,000	(10,000)
Intergovernmental Revenues	1,043,920	448,755	2,600,240	1,378,000	(1,222,240)
Miscellaneous Revenue	903,144	122,132			
Other Financing Sources		7,000			
Total Revenue	1,982,721	614,926	2,635,240	1,403,000	(1,232,240)
Fund Balance	4,349,341	3,578,356	2,529,526	2,529,526	
TOTAL SOURCES	6,332,061	4,193,282	5,164,766	3,932,526	(1,232,240)
REQUIREMENTS					
Services and Supplies	412,590	356,428	561,500	168,000	(393,500)
Fixed Assets	623,864	42,454	1,784,238		(1,784,238)
Other Financing Uses	1,717,252	1,264,874	2,402,999	2,652,666	249,667
Net Appropriations	2,753,705	1,663,756	4,748,737	2,820,666	(1,928,071)
Non-General Fund Reserves	3,578,356	2,529,526	416,029	1,111,860	695,831
TOTAL REQUIREMENTS	6,332,061	4,193,282	5,164,766	3,932,526	(1,232,240)

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	29,184	28,992	28,000	24,200	(3,800)
Intergovernmental Revenues		162,877	1,830,000	1,830,000	
Charges for Services	1,039,596	1,102,228	1,106,969	1,116,469	9,500
Total Revenue	1,068,781	1,294,097	2,964,969	2,970,669	5,700
Fund Balance	739,134	1,022,936	372,002	477,386	105,384
TOTAL SOURCES	1,807,915	2,317,033	3,336,971	3,448,055	111,084
REQUIREMENTS					
Salaries and Benefits	394,847	395,928	428,914	333,060	(95,854)
Services and Supplies	290,031	367,501	476,106	556,151	80,045
Other Charges	403,421	401,615	375,377	372,861	(2,516)
Fixed Assets	5,190	609,111	69,025	132,000	62,975
Other Financing Uses	165,000	170,876	1,830,000	1,830,000	
Net Appropriations	1,258,489	1,945,032	3,179,422	3,224,072	44,650
Non-General Fund Reserves	549,426	372,001	157,549	223,983	66,434
TOTAL REQUIREMENTS	1,807,915	2,317,033	3,336,971	3,448,055	111,084
AUTHORIZED POSITIONS					
Salary Resolution	5.0	4.0	4.0	3.0	(1.0)
Funded FTE	5.0	4.3	4.0	3.0	(1.0)

Public Works Administration (4510B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues		170,027			
Charges for Services	8,442	183,314	1,159,376	1,159,376	
Interfund Revenue	5,094,291	5,056,334	6,058,676	5,525,973	(532,703)
Miscellaneous Revenue	38,290	61,469	10,000		(10,000)
Other Financing Sources	35,617	100,697			
Total Revenue	5,176,640	5,571,841	7,228,052	6,685,349	(542,703)
Fund Balance	61,000		104,092	4,092	(100,000)
TOTAL SOURCES	5,237,640	5,571,841	7,332,144	6,689,441	(642,703)
REQUIREMENTS					
Salaries and Benefits	2,909,598	3,306,779	4,772,257	4,771,612	(645)
Services and Supplies	697,982	797,077	820,952	741,183	(79,769)
Other Charges	1,990,506	1,731,659	1,868,935	1,983,866	114,931
Fixed Assets		11,807	70,000	159,575	89,575
Other Financing Uses	61,000				
Gross Appropriations	5,659,086	5,847,322	7,532,144	7,656,236	124,092
Intrafund Transfers	(183,509)	(188,909)	(200,000)	(966,795)	(766,795)
TOTAL REQUIREMENTS	5,475,577	5,658,413	7,332,144	6,689,441	(642,703)
NET COUNTY COST	237,937	86,572			
AUTHORIZED POSITIONS					
Salary Resolution	28.0	28.0	33.0	33.0	
Funded FTE	27.9	27.9	32.9	32.9	(0.0)

Engineering Services (4600B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues		13,735		500,000	500,000
Charges for Services	40,677	39,550		30,600	30,600
Interfund Revenue	3,268,163	3,099,433	4,895,235	4,180,325	(714,910)
Miscellaneous Revenue	8,553	6,838		1,500	1,500
Other Financing Sources	5,149				
Total Revenue	3,322,542	3,159,557	4,895,235	4,712,425	(182,810)
Fund Balance	182				
TOTAL SOURCES	3,322,724	3,159,557	4,895,235	4,712,425	(182,810)
REQUIREMENTS					
Salaries and Benefits	2,966,408	2,929,242	3,826,505	3,676,535	(149,970)
Services and Supplies	222,011	231,527	445,549	652,209	206,660
Other Charges	481,865	485,901	504,305	504,305	
Fixed Assets			215,500	176,000	(39,500)
Gross Appropriations	3,670,283	3,646,671	4,991,859	5,009,049	17,190
Intrafund Transfers	(250,936)	(390,490)		(200,000)	(200,000)
Net Appropriations	3,419,348	3,256,181	4,991,859	4,809,049	(182,810)
Contingencies/Dept Reserves	182				
TOTAL REQUIREMENTS	3,419,530	3,256,181	4,991,859	4,809,049	(182,810)
NET COUNTY COST	96,806	96,624	96,624	96,624	
AUTHORIZED POSITIONS					
Salary Resolution	30.0	25.0	25.0	24.0	(1.0)
Funded FTE	29.5	24.6	24.6	23.8	(0.8)

Facilities Services (4730B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	561,163	552,736	501,644	565,680	64,036
Intergovernmental Revenues	1,077,114	2,053,275	1,562,857	1,210,000	(352,857)
Charges for Services	786,139	385	3,000	3,000	
Interfund Revenue	6,173,807	6,557,374	6,696,700	6,870,296	173,596
Miscellaneous Revenue	227,616	302,405	266,656	266,700	44
Other Financing Sources			5,815		(5,815)
Total Revenue	8,825,839	9,466,175	9,036,672	8,915,676	(120,996)
Fund Balance	1,292,669				
TOTAL SOURCES	10,118,508	9,466,175	9,036,672	8,915,676	(120,996)
REQUIREMENTS					
Salaries and Benefits	10,416,420	11,111,914	11,303,841	11,156,427	(147,414)
Services and Supplies	11,521,504	12,722,803	12,307,177	12,958,970	651,793
Other Charges	3,459,204	2,995,014	3,009,992	1,763,092	(1,246,900)
Fixed Assets			9,000		(9,000)
Other Financing Uses	12,654,818	12,979,308	13,082,400		(13,082,400)
Gross Appropriations	38,051,947	39,809,040	39,712,410	25,878,489	(13,833,921)
Intrafund Transfers	(28,128,728)	(29,758,083)	(30,288,676)	(16,575,751)	13,712,925
Net Appropriations	9,923,219	10,050,957	9,423,734	9,302,738	(120,996)
Contingencies/Dept Reserves	334,000				
TOTAL REQUIREMENTS	10,257,219	10,050,957	9,423,734	9,302,738	(120,996)
NET COUNTY COST	138,711	584,782	387,062	387,062	
AUTHORIZED POSITIONS					
Salary Resolution	106.0	102.0	97.0	97.0	
Funded FTE	106.0	101.8	98.4	97.2	(1.2)

Road Construction and Operations (4520B)
Special Revenue Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	125,913	182,661	160,000	160,000	
Use of Money and Property	170,845	340,748	90,679	193,000	102,321
Intergovernmental Revenues	26,085,548	15,870,835	14,550,913	17,837,004	3,286,091
Charges for Services	338,213	344,337	264,500	285,500	21,000
Interfund Revenue	953,478	1,604,436	492,872	540,790	47,918
Miscellaneous Revenue	1,228,257	335,584	400,000	152,000	(248,000)
Total Revenue	28,902,254	18,678,600	15,958,964	19,168,294	3,209,330
Fund Balance	16,022,477	27,103,487	26,803,156	26,803,156	
TOTAL SOURCES	44,924,731	45,782,087	42,762,120	45,971,450	3,209,330
REQUIREMENTS					
Salaries and Benefits	7,983,846	8,371,322	9,238,802	9,201,625	(37,177)
Services and Supplies	10,525,330	8,026,670	18,390,717	15,798,800	(2,591,917)
Other Charges	954,217	823,401	1,126,600	1,155,055	28,455
Fixed Assets		3,487,193	1,400,000	450,000	(950,000)
Gross Appropriations	19,463,394	20,708,586	30,156,119	26,605,480	(3,550,639)
Intrafund Transfers	(1,642,150)	(1,729,655)			
Net Appropriations	17,821,244	18,978,931	30,156,119	26,605,480	(3,550,639)
Contingencies/Dept Reserves	24,556,004	24,046,125	9,637,826	16,397,795	6,759,969
Non-General Fund Reserves	2,547,483	2,757,031	2,968,175	2,968,175	
TOTAL REQUIREMENTS	44,924,731	45,782,087	42,762,120	45,971,450	3,209,330
AUTHORIZED POSITIONS					
Salary Resolution	79.0	75.0	75.0	74.0	(1.0)
Funded FTE	79.0	75.0	75.0	74.0	(1.0)

Construction Services (4740B)
Construction Services Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	(3,501)	(4,829)			
Charges for Services	100,205	146,935	238,334	133,972	(104,362)
Interfund Revenue	2,208,301	2,104,937	2,323,160	1,903,586	(419,574)
Miscellaneous Revenue	30,411	53,085			
Other Financing Sources	237,200				
Total Revenue	2,572,615	2,300,128	2,561,494	2,037,558	(523,936)
Fund Balance	182,220	128,354	56		(56)
TOTAL SOURCES	2,754,835	2,428,482	2,561,550	2,037,558	(523,992)
REQUIREMENTS					
Salaries and Benefits	1,827,105	1,631,239	2,096,931	1,770,588	(326,343)
Services and Supplies	490,704	471,719	395,669	200,870	(194,799)
Other Charges	308,672	325,468	68,950	66,100	(2,850)
Net Appropriations	2,626,482	2,428,426	2,561,550	2,037,558	(523,992)
Contingencies/Dept Reserves	128,354	56			
TOTAL REQUIREMENTS	2,754,835	2,428,482	2,561,550	2,037,558	(523,992)
AUTHORIZED POSITIONS					
Salary Resolution	16.0	16.0	16.0	13.0	(3.0)
Funded FTE	17.0	15.8	15.8	13.0	(2.8)

Vehicle and Equipment Services (4760B)

All Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	56,708	73,798			
Charges for Services	34,454	39,578	12,000	12,000	
Interfund Revenue	5,771,882	6,090,877	6,256,372	7,155,263	898,891
Miscellaneous Revenue	153,789	167,312	118,000	118,000	
Total Revenue	6,016,832	6,371,564	6,386,372	7,285,263	898,891
Fund Balance	5,475,406	5,766,750	7,137,000	7,137,000	
TOTAL SOURCES	11,492,238	12,138,314	13,523,372	14,422,263	898,891
REQUIREMENTS					
Salaries and Benefits	1,630,400	1,649,123	1,781,448	1,749,690	(31,758)
Services and Supplies	2,128,738	2,339,903	2,490,047	3,286,932	796,885
Other Charges	540,220	441,973	468,946	468,946	
Fixed Assets	1,426,130	570,314	1,905,156	1,905,156	
Net Appropriations	5,725,488	5,001,314	6,645,597	7,410,724	765,127
Non-General Fund Reserves	5,766,750	7,137,000	6,877,775	7,011,539	133,764
TOTAL REQUIREMENTS	11,492,238	12,138,314	13,523,372	14,422,263	898,891
AUTHORIZED POSITIONS					
Salary Resolution	16.0	16.0	16.0	16.0	
Funded FTE	16.0	16.0	16.0	16.0	

Waste Management (4820B)
Special Revenue Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	4,132,044	2,800,298	2,320,600	2,466,500	145,900
Use of Money and Property	49,942	68,782	17,101	22,101	5,000
Intergovernmental Revenues	255,953	263,157	185,000	192,021	7,021
Charges for Services	87,742	123,493	79,079	64,574	(14,505)
Interfund Revenue	1,174,002	1,323,645	2,843,600	1,992,001	(851,599)
Miscellaneous Revenue	72,829	174,083			
Total Revenue	5,772,512	4,753,458	5,445,380	4,737,197	(708,183)
Fund Balance	4,705,651	3,729,554	4,779,915	3,959,331	(820,584)
TOTAL SOURCES	10,478,163	8,483,011	10,225,295	8,696,528	(1,528,767)
REQUIREMENTS					
Salaries and Benefits	1,184,865	1,156,493	1,327,051	1,355,302	28,251
Services and Supplies	3,801,298	2,498,988	5,119,531	5,424,879	305,348
Other Charges	1,535,582	55,299	60,517	60,517	
Other Financing Uses	226,865	4,092			
Gross Appropriations	6,748,609	3,714,872	6,507,099	6,840,698	333,599
Intrafund Transfers		(11,775)			
Net Appropriations	6,748,609	3,703,097	6,507,099	6,840,698	333,599
Contingencies/Dept Reserves	3,128,867	3,500,702	2,398,216	848,239	(1,549,977)
Non-General Fund Reserves	600,687	1,279,212	1,319,980	1,007,591	(312,389)
TOTAL REQUIREMENTS	10,478,163	8,483,011	10,225,295	8,696,528	(1,528,767)
AUTHORIZED POSITIONS					
Salary Resolution	9.0	9.0	9.0	9.0	
Funded FTE	8.8	8.8	8.9	8.9	0.0

Transportation Services (4830B)
Half-Cent Transportation Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	1,671,348	1,835,196	1,681,923	1,865,199	183,276
Use of Money and Property	2,352	6,200			
Charges for Services	1,399,719	1,268,275	75,000	75,000	
Miscellaneous Revenue	10,371	4			
Total Revenue	3,083,790	3,109,675	1,756,923	1,940,199	183,276
Fund Balance	217,656	617,513	840,565	840,565	
TOTAL SOURCES	3,301,446	3,727,188	2,597,488	2,780,764	183,276
REQUIREMENTS					
Salaries and Benefits	1,075,148	1,146,621	191,575	190,315	(1,260)
Services and Supplies	1,414,916	1,613,915	2,284,538	2,449,074	164,536
Other Charges	193,870	126,087	121,375	141,375	20,000
Net Appropriations	2,683,933	2,886,623	2,597,488	2,780,764	183,276
Contingencies/Dept Reserves	617,513	840,565			
TOTAL REQUIREMENTS	3,301,446	3,727,188	2,597,488	2,780,764	183,276
AUTHORIZED POSITIONS					
Salary Resolution	8.0	6.0	1.0	1.0	
Funded FTE	8.0	6.0	1.0	1.0	

Utilities (4840B)

All Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	5,654,623	5,475,844	4,645,656	4,674,740	29,084
Licenses, Permits and Franchises	545,152	611,431	529,024	585,865	56,841
Use of Money and Property	344,381	453,277	237,662	243,439	5,777
Intergovernmental Revenues	36,178	36,289	34,516	34,355	(161)
Charges for Services	9,468,906	10,153,195	10,906,226	10,946,312	40,086
Interfund Revenue	1,873,897	2,441,901	2,907,544	3,299,607	392,063
Miscellaneous Revenue	33,133	95,104	60,000	7,000	(53,000)
Other Financing Sources	2,771,000	2,430,000	1,658,824	2,131,206	472,382
Total Revenue	20,727,269	21,697,041	20,979,452	21,922,524	943,072
Fund Balance	36,546,817	40,129,538	43,970,936	41,569,321	(2,401,615)
TOTAL SOURCES	57,274,086	61,826,579	64,950,388	63,491,845	(1,458,543)
REQUIREMENTS					
Salaries and Benefits	1,703,560	2,026,854	2,309,128	2,309,916	788
Services and Supplies	10,803,306	10,406,529	18,078,452	18,520,616	442,164
Other Charges	1,622,348	2,017,580	2,155,089	1,978,186	(176,903)
Fixed Assets	530,374	480,373	10,792,824	7,745,206	(3,047,618)
Other Financing Uses	4,253,059	4,036,176	2,792,233	3,114,033	321,800
Gross Appropriations	18,912,647	18,967,512	36,127,726	33,667,957	(2,459,769)
Intrafund Transfers	(1,098,325)	(1,231,870)	(1,049,219)	(1,105,331)	(56,112)
Net Appropriations	17,814,322	17,735,642	35,078,507	32,562,626	(2,515,881)
Contingencies/Dept Reserves	39,275,331	43,482,391	29,677,265	30,731,142	1,053,877
Non-General Fund Reserves	63,728	488,546	74,616	78,077	3,461
TOTAL REQUIREMENTS	57,153,381	61,706,579	64,830,388	63,371,845	(1,458,543)
NET COUNTY COST	(120,705)	(120,000)	(120,000)	(120,000)	
AUTHORIZED POSITIONS					
Salary Resolution	16.0	16.0	16.0	16.0	
Funded FTE	16.0	15.9	15.9	16.0	0.1

Airports (4850B)
County Airports Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	15,500	15,500	15,500	15,500	
Use of Money and Property	2,582,099	2,762,262	2,703,320	2,556,572	(146,748)
Intergovernmental Revenues	2,981,249	836,633	809,314	3,370,726	2,561,412
Charges for Services	22,069	10,101	38,000	33,000	(5,000)
Miscellaneous Revenue	73,314	99,166	78,800	80,000	1,200
Total Revenue	5,674,231	3,723,663	3,644,934	6,055,798	2,410,864
Fund Balance	2,403,686	2,293,424	1,552,756	495,238	(1,057,518)
TOTAL SOURCES	8,077,917	6,017,087	5,197,690	6,551,036	1,353,346
REQUIREMENTS					
Salaries and Benefits	1,003,174	1,123,282	1,143,049	1,179,279	36,230
Services and Supplies	905,635	868,285	851,554	664,550	(187,004)
Other Charges	1,027,433	1,602,540	691,166	680,667	(10,499)
Fixed Assets	3,423,318	981,645	1,281,360	3,776,377	2,495,017
Gross Appropriations	6,359,559	4,575,752	3,967,129	6,300,873	2,333,744
Intrafund Transfers	(67,111)	(111,421)	(40,500)	(50,000)	(9,500)
Net Appropriations	6,292,448	4,464,331	3,926,629	6,250,873	2,324,244
Non-General Fund Reserves	1,785,469	1,552,756	1,271,061	300,163	(970,898)
TOTAL REQUIREMENTS	8,077,917	6,017,087	5,197,690	6,551,036	1,353,346
AUTHORIZED POSITIONS					
Salary Resolution	9.0	9.0	9.0	9.0	
Funded FTE	9.0	9.0	9.0	9.0	

Capital Projects (8500B)
Capital Project Funds

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	16,939	21,619			
Intergovernmental Revenues	856,224	1,190,057			
Charges for Services	3,376	2,485			
Miscellaneous Revenue	25,721	11,688			
Other Financing Sources	9,829,874	67,188,724	23,397,303	85,121,986	61,724,683
Total Revenue	10,732,135	68,414,573	23,397,303	85,121,986	61,724,683
Fund Balance	1,904,458	2,343,063	2,626,315	2,626,315	
TOTAL SOURCES	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683
REQUIREMENTS					
Services and Supplies		2,222,010	372,990	30,000	(342,990)
Other Charges		155,407	762,851	762,851	
Fixed Assets	10,293,530	65,753,904	23,454,125	86,215,980	62,761,855
Net Appropriations	10,293,530	68,131,321	24,589,966	87,008,831	62,418,865
Contingencies/Dept Reserves	2,343,063	2,626,315	1,433,652	739,470	(694,182)
TOTAL REQUIREMENTS	12,636,593	70,757,636	26,023,618	87,748,301	61,724,683

Accumulated Capital Outlay Fund (8200B)

Accumulated Capital Outlay Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	55	67	68		(68)
Total Revenue	55	67	68		(68)
Fund Balance	5,693	5,748	5,814		(5,814)
TOTAL SOURCES	5,748	5,814	5,882		(5,882)
REQUIREMENTS					
Other Financing Uses			5,882		(5,882)
Net Appropriations			5,882		(5,882)
Contingencies/Dept Reserves	5,748	5,814			
TOTAL REQUIREMENTS	5,748	5,814	5,882		(5,882)

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Fines, Forfeitures and Penalties	58	228			
Use of Money and Property	37,938	27,609	30,000	12,000	(18,000)
Charges for Services	1,282,629	1,503,420	1,250,000	1,200,000	(50,000)
Miscellaneous Revenue		(4,935)			
Total Revenue	1,320,626	1,526,321	1,280,000	1,212,000	(68,000)
Fund Balance	3,595,058	3,517,606	1,187,672	1,069,089	(118,583)
TOTAL SOURCES	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)
REQUIREMENTS					
Other Charges		927,228	872,170	861,810	(10,360)
Other Financing Uses	1,398,078	2,929,027	458,413	465,188	6,775
Net Appropriations	1,398,078	3,856,255	1,330,583	1,326,998	(3,585)
Non-General Fund Reserves	3,517,606	1,187,672	1,137,089	954,091	(182,998)
TOTAL REQUIREMENTS	4,915,684	5,043,927	2,467,672	2,281,089	(186,583)

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	13,579	19,217	10,000	19,000	9,000
Charges for Services	1,283,028	1,503,632	1,250,035	1,200,000	(50,035)
Total Revenue	1,296,608	1,522,848	1,260,035	1,219,000	(41,035)
Fund Balance	988,900	1,089,962	1,512,811	1,631,811	119,000
TOTAL SOURCES	2,285,508	2,612,810	2,772,846	2,850,811	77,965
REQUIREMENTS					
Other Financing Uses	1,195,546	1,100,000	1,100,000	1,100,000	
Net Appropriations	1,195,546	1,100,000	1,100,000	1,100,000	
Non-General Fund Reserves	1,089,962	1,512,810	1,672,846	1,750,811	77,965
TOTAL REQUIREMENTS	2,285,508	2,612,810	2,772,846	2,850,811	77,965

Real Property Services (1220B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	256,539	351,627	253,909	261,526	7,617
Charges for Services	44,934	12,068	20,000	20,000	
Interfund Revenue	2,584,411	2,762,269	3,180,206	3,342,881	162,675
Miscellaneous Revenue	3,667	276			
Total Revenue	2,889,551	3,126,240	3,454,115	3,624,407	170,292
Fund Balance	307,889	94,092	355,472	203,843	(151,629)
TOTAL SOURCES	3,197,440	3,220,332	3,809,587	3,828,250	18,663
REQUIREMENTS					
Salaries and Benefits	573,233	598,153	619,872	617,415	(2,457)
Services and Supplies	69,009	54,717	56,058	119,045	62,987
Other Charges	14,022,731	14,160,172	14,931,233	14,633,784	(297,449)
Gross Appropriations	14,664,973	14,813,043	15,607,163	15,370,244	(236,919)
Intrafund Transfers	(11,561,625)	(11,948,182)	(11,866,056)	(11,610,781)	255,275
Net Appropriations	3,103,348	2,864,860	3,741,107	3,759,463	18,356
Contingencies/Dept Reserves	94,092	355,472	68,480	68,787	307
TOTAL REQUIREMENTS	3,197,440	3,220,332	3,809,587	3,828,250	18,663
AUTHORIZED POSITIONS					
Salary Resolution	4.0	4.0	4.0	4.0	
Funded FTE	4.0	4.0	4.0	4.0	

Agricultural Commissioner/Sealer (1260B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	556,983	560,398	591,400	598,400	7,000
Fines, Forfeitures and Penalties	18,700	12,038			
Intergovernmental Revenues	2,377,602	2,422,653	2,462,771	2,253,166	(209,605)
Charges for Services	168,450	158,267	146,700	182,200	35,500
Miscellaneous Revenue	22,458	3,858	200	100	(100)
Total Revenue	3,144,194	3,157,213	3,201,071	3,033,866	(167,205)
Fund Balance	378,483	496,790	469,795	404,454	(65,341)
TOTAL SOURCES	3,522,677	3,654,003	3,670,866	3,438,320	(232,546)
REQUIREMENTS					
Salaries and Benefits	3,435,300	3,628,499	3,717,688	3,720,007	2,319
Services and Supplies	136,981	231,465	278,280	143,621	(134,659)
Other Charges	692,052	667,735	628,003	554,684	(73,319)
Fixed Assets		6,178			
Net Appropriations	4,264,334	4,533,876	4,623,971	4,418,312	(205,659)
Contingencies/Dept Reserves	260,536	260,536	260,536	260,536	
TOTAL REQUIREMENTS	4,524,870	4,794,412	4,884,507	4,678,848	(205,659)
NET COUNTY COST	1,002,192	1,140,409	1,213,641	1,240,528	26,887
AUTHORIZED POSITIONS					
Salary Resolution	32.0	30.0	30.0	30.0	
Funded FTE	30.4	29.0	28.9	28.9	

Board of Supervisors (1100B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue		689			
Total Revenue		689			
Fund Balance	388,315		452,670	452,670	
TOTAL SOURCES	388,315	689	452,670	452,670	
REQUIREMENTS					
Salaries and Benefits	2,818,084	2,692,732	3,154,285	3,255,695	101,410
Services and Supplies	182,318	190,311	372,285	372,285	
Other Charges	189,316	182,981	202,005	202,005	
Net Appropriations	3,189,718	3,066,024	3,728,575	3,829,985	101,410
Contingencies/Dept Reserves	154,097				
TOTAL REQUIREMENTS	3,343,815	3,066,024	3,728,575	3,829,985	101,410
NET COUNTY COST	2,955,500	3,065,336	3,275,905	3,377,315	101,410
AUTHORIZED POSITIONS					
Salary Resolution	20.0	20.0	20.0	20.0	
Funded FTE	20.0	20.0	20.0	20.0	

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

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	12,232	10,398	11,500	10,000	(1,500)
Intergovernmental Revenues	13,349	395,856	1,602,599	804,025	(798,574)
Charges for Services	76,927	95,178	52,782	62,782	10,000
Interfund Revenue	214,797	47,729	83,955	83,955	
Miscellaneous Revenue	115,789	135,504	116,763	85,200	(31,563)
Other Financing Sources	1,211	4,960	2,200	2,200	
Total Revenue	434,305	689,625	1,869,799	1,048,162	(821,637)
Fund Balance	1,925,041	2,336,245	2,007,660	970,847	(1,036,813)
TOTAL SOURCES	2,359,346	3,025,870	3,877,459	2,019,009	(1,858,450)
REQUIREMENTS					
Salaries and Benefits	5,192,774	5,440,157	6,002,164	5,615,028	(387,136)
Services and Supplies	1,298,370	1,598,443	2,817,032	2,074,405	(742,627)
Other Charges	1,774,976	995,865	919,018	890,772	(28,246)
Fixed Assets		10,438	15,000	15,000	
Gross Appropriations	8,266,120	8,044,902	9,753,214	8,595,205	(1,158,009)
Intrafund Transfers	(497,666)	(422,542)	(310,387)	(275,363)	35,024
Net Appropriations	7,768,454	7,622,360	9,442,827	8,319,842	(1,122,985)
Contingencies/Dept Reserves	1,295,169	1,667,438	329,884	220,000	(109,884)
TOTAL REQUIREMENTS	9,063,623	9,289,798	9,772,711	8,539,842	(1,232,869)
NET COUNTY COST	6,704,277	6,263,928	5,895,252	6,520,833	625,581
AUTHORIZED POSITIONS					
Salary Resolution	40.0	38.0	38.0	35.0	(3.0)
Funded FTE	40.0	38.0	38.0	35.0	(3.0)

County Management (1210P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	13,349	395,856	1,602,599	804,025	(798,574)
Interfund Revenue	120,310	(32,509)	15,000	15,000	
Miscellaneous Revenue	31,014	43,898			
Total Revenue	164,673	407,246	1,617,599	819,025	(798,574)
Fund Balance	1,387,472	1,849,666	1,512,800	871,334	(641,466)
TOTAL SOURCES	1,552,145	2,256,912	3,130,399	1,690,359	(1,440,040)
REQUIREMENTS					
Salaries and Benefits	2,684,086	2,872,245	3,470,354	3,078,805	(391,549)
Services and Supplies	781,044	1,140,853	2,196,878	1,505,632	(691,246)
Other Charges	1,496,407	718,772	630,755	663,407	32,652
Fixed Assets			15,000	15,000	
Gross Appropriations	4,961,537	4,731,870	6,312,987	5,262,844	(1,050,143)
Intrafund Transfers	(95,000)	(152,801)	(152,801)	(152,801)	
Net Appropriations	4,866,537	4,579,069	6,160,186	5,110,043	(1,050,143)
Contingencies/Dept Reserves	1,118,106	1,511,545	270,534	205,000	(65,534)
TOTAL REQUIREMENTS	5,984,643	6,090,614	6,430,720	5,315,043	(1,115,677)
NET COUNTY COST	4,432,497	3,833,702	3,300,321	3,624,684	324,363
AUTHORIZED POSITIONS					
Salary Resolution	18.0	17.0	18.0	15.0	(3.0)
Funded FTE	18.0	17.0	18.0	15.0	(3.0)

Intergovernmental Affairs (1214P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	12	14,676			
Miscellaneous Revenue	6,467	3,448			
Total Revenue	6,479	18,124			
Fund Balance	391,791	298,621	362,454		(362,454)
TOTAL SOURCES	398,270	316,745	362,454		(362,454)
REQUIREMENTS					
Salaries and Benefits	805,746	855,247	871,444	884,273	12,829
Services and Supplies	143,075	95,376	324,011	274,356	(49,655)
Other Charges	6,452	10,884	32,946	17,946	(15,000)
Fixed Assets		10,438			
Gross Appropriations	955,273	971,944	1,228,401	1,176,575	(51,826)
Intrafund Transfers	(52,326)				
Net Appropriations	902,947	971,944	1,228,401	1,176,575	(51,826)
Contingencies/Dept Reserves	31,285				
TOTAL REQUIREMENTS	934,232	971,944	1,228,401	1,176,575	(51,826)
NET COUNTY COST	535,962	655,198	865,947	1,176,575	310,628
AUTHORIZED POSITIONS					
Salary Resolution	5.0	5.0	5.0	5.0	
Funded FTE	5.0	5.0	5.0	5.0	

Clerk of the Board (1215P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	52,238	53,864	45,250	55,250	10,000
Miscellaneous Revenue		300			
Total Revenue	52,238	54,164	45,250	55,250	10,000
Fund Balance	110,334	155,893	132,406	69,319	(63,087)
TOTAL SOURCES	162,572	210,057	177,656	124,569	(53,087)
REQUIREMENTS					
Salaries and Benefits	344,133	376,756	378,773	370,603	(8,170)
Services and Supplies	57,476	73,450	169,878	167,878	(2,000)
Other Charges	35,048	33,625	26,577	19,840	(6,737)
Net Appropriations	436,657	483,831	575,228	558,321	(16,907)
Contingencies/Dept Reserves	110,334	155,893	59,350	15,000	(44,350)
TOTAL REQUIREMENTS	546,991	639,724	634,578	573,321	(61,257)
NET COUNTY COST	384,418	429,667	456,922	448,752	(8,170)
AUTHORIZED POSITIONS					
Salary Resolution	3.0	3.0	3.0	3.0	
Funded FTE	3.0	3.0	3.0	3.0	

Shared Services (1250P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	12,232	10,398	11,500	10,000	(1,500)
Charges for Services	24,677	26,638	7,532	7,532	
Interfund Revenue	94,487	80,238	68,955	68,955	
Miscellaneous Revenue	78,308	87,857	116,763	85,200	(31,563)
Other Financing Sources	1,211	4,960	2,200	2,200	
Total Revenue	210,914	210,091	206,950	173,887	(33,063)
Fund Balance	35,444	32,065		30,194	30,194
TOTAL SOURCES	246,358	242,156	206,950	204,081	(2,869)
REQUIREMENTS					
Salaries and Benefits	1,358,809	1,335,909	1,281,593	1,281,347	(246)
Services and Supplies	316,775	288,764	126,265	126,539	274
Other Charges	237,070	232,583	228,740	189,579	(39,161)
Gross Appropriations	1,912,654	1,857,257	1,636,598	1,597,465	(39,133)
Intrafund Transfers	(350,340)	(269,741)	(157,586)	(122,562)	35,024
Net Appropriations	1,562,314	1,587,516	1,479,012	1,474,903	(4,109)
Contingencies/Dept Reserves	35,444				
TOTAL REQUIREMENTS	1,597,758	1,587,516	1,479,012	1,474,903	(4,109)
NET COUNTY COST	1,351,399	1,345,360	1,272,062	1,270,822	(1,240)
AUTHORIZED POSITIONS					
Salary Resolution	14.0	13.0	12.0	12.0	
Funded FTE	14.0	13.0	12.0	12.0	0.0

Assessor-County Clerk-Recorder (1300B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	20,599	491,391	173,490	8,600	(164,890)
Charges for Services	9,503,479	9,171,873	9,467,105	9,119,199	(347,906)
Miscellaneous Revenue	69,549	54,386	11,000	39,000	28,000
Total Revenue	9,593,628	9,717,649	9,651,595	9,166,799	(484,796)
Fund Balance	1,222,009	1,556,215	1,897,548	1,045,341	(852,207)
TOTAL SOURCES	10,815,637	11,273,864	11,549,143	10,212,140	(1,337,003)
REQUIREMENTS					
Salaries and Benefits	13,545,729	13,962,264	16,009,073	14,983,961	(1,025,112)
Services and Supplies	3,953,508	3,721,169	5,172,805	3,128,757	(2,044,048)
Other Charges	2,154,824	2,185,951	2,079,485	2,139,767	60,282
Fixed Assets	19,043	55,972	20,000		(20,000)
Gross Appropriations	19,673,104	19,925,357	23,281,363	20,252,485	(3,028,878)
Intrafund Transfers	(1,798,964)	(1,348,138)	(3,859,000)	(2,223,000)	1,636,000
Net Appropriations	17,874,140	18,577,218	19,422,363	18,029,485	(1,392,878)
Contingencies/Dept Reserves	1,103,009	689,203	826,373	826,373	
TOTAL REQUIREMENTS	18,977,149	19,266,421	20,248,736	18,855,858	(1,392,878)
NET COUNTY COST	8,161,512	7,992,557	8,699,593	8,643,718	(55,875)
AUTHORIZED POSITIONS					
Salary Resolution	113.0	114.0	112.0	112.0	
Funded FTE	113.2	113.4	111.4	111.9	0.4

Appraisal Services (1310P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	3,760,003	3,987,420	4,145,000	3,835,000	(310,000)
Miscellaneous Revenue	26,979	17,369	2,000	2,000	
Total Revenue	3,786,983	4,004,789	4,147,000	3,837,000	(310,000)
Fund Balance	972,009	1,350,115	1,452,391	1,045,341	(407,050)
TOTAL SOURCES	4,758,992	5,354,904	5,599,391	4,882,341	(717,050)
REQUIREMENTS					
Salaries and Benefits	7,708,741	8,328,740	8,809,252	8,743,288	(65,964)
Services and Supplies	537,803	518,766	822,833	417,808	(405,025)
Other Charges	1,174,743	1,191,148	1,195,756	1,179,880	(15,876)
Net Appropriations	9,421,286	10,038,654	10,827,841	10,340,976	(486,865)
Contingencies/Dept Reserves	853,009	449,203	586,373	586,373	
TOTAL REQUIREMENTS	10,274,295	10,487,857	11,414,214	10,927,349	(486,865)
NET COUNTY COST	5,515,304	5,132,953	5,814,823	6,045,008	230,185
AUTHORIZED POSITIONS					
Salary Resolution	72.0	74.0	72.0	72.0	
Funded FTE	72.0	73.4	71.7	71.9	0.2

Administration and Support (1320P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	306,193		325,904	263,640	(62,264)
Miscellaneous Revenue	1,302	1,302			
TOTAL SOURCES	307,495	1,302	325,904	263,640	(62,264)
REQUIREMENTS					
Salaries and Benefits	1,178,683	1,228,163	1,072,112	1,059,119	(12,993)
Services and Supplies	22,015	18,541	32,312	32,586	274
Other Charges	7,513	6,025	6,028	81,339	75,311
TOTAL REQUIREMENTS	1,208,211	1,252,729	1,110,452	1,173,044	62,592
NET COUNTY COST	900,716	1,251,427	784,548	909,404	124,856
AUTHORIZED POSITIONS					
Salary Resolution	8.0	8.0	7.0	7.0	
Funded FTE	8.2	8.0	7.0	7.0	

Elections (1330P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Intergovernmental Revenues	20,599	491,391	173,490	8,600	(164,890)
Charges for Services	2,477,970	1,589,441	1,800,351	1,027,850	(772,501)
Miscellaneous Revenue	31,996	24,044	7,000	35,000	28,000
Total Revenue	2,530,566	2,104,876	1,980,841	1,071,450	(909,391)
Fund Balance		202,100	445,157		(445,157)
TOTAL SOURCES	2,530,566	2,306,976	2,425,998	1,071,450	(1,354,548)
REQUIREMENTS					
Salaries and Benefits	2,628,871	2,362,804	4,002,193	3,116,091	(886,102)
Services and Supplies	2,671,552	2,657,523	3,962,090	2,284,835	(1,677,255)
Other Charges	311,229	252,264	259,249	260,037	788
Fixed Assets	19,043	55,972			
Gross Appropriations	5,630,695	5,328,563	8,223,532	5,660,963	(2,562,569)
Intrafund Transfers	(1,798,964)	(1,348,138)	(3,859,000)	(2,223,000)	1,636,000
TOTAL REQUIREMENTS	3,831,730	3,980,425	4,364,532	3,437,963	(926,569)
NET COUNTY COST	1,301,165	1,673,449	1,938,534	2,366,513	427,979
AUTHORIZED POSITIONS					
Salary Resolution	11.0	11.0	12.0	12.0	
Funded FTE	11.0	11.0	11.8	12.0	0.3

County Clerk-Recorder (1340P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	2,959,313	3,595,011	3,195,850	3,992,709	796,859
Miscellaneous Revenue	9,271	11,670	2,000	2,000	
Total Revenue	2,968,584	3,606,682	3,197,850	3,994,709	796,859
Fund Balance	250,000	4,000			
TOTAL SOURCES	3,218,584	3,610,682	3,197,850	3,994,709	796,859
REQUIREMENTS					
Salaries and Benefits	2,029,435	2,042,556	2,125,516	2,065,463	(60,053)
Services and Supplies	722,138	526,340	355,570	393,528	37,958
Other Charges	661,339	736,514	618,452	618,511	59
Fixed Assets			20,000		(20,000)
Net Appropriations	3,412,912	3,305,410	3,119,538	3,077,502	(42,036)
Contingencies/Dept Reserves	250,000	240,000	240,000	240,000	
TOTAL REQUIREMENTS	3,662,912	3,545,410	3,359,538	3,317,502	(42,036)
NET COUNTY COST	444,327	(65,272)	161,688	(677,207)	(838,895)
AUTHORIZED POSITIONS					
Salary Resolution	22.0	21.0	21.0	21.0	
Funded FTE	22.0	21.0	20.9	21.0	

Controller's Office (1400B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property		10			
Charges for Services	1,123,531	1,442,495	1,446,259	1,593,631	147,372
Interfund Revenue	170,812	179,590	100,674	116,723	16,049
Miscellaneous Revenue	35,784	133,164			
Total Revenue	1,330,127	1,755,260	1,546,933	1,710,354	163,421
Fund Balance	1,022,394	1,295,954	1,612,514	1,382,984	(229,530)
TOTAL SOURCES	2,352,521	3,051,214	3,159,447	3,093,338	(66,109)
REQUIREMENTS					
Salaries and Benefits	5,146,702	5,429,038	5,725,768	5,762,472	36,704
Services and Supplies	272,707	218,498	219,199	233,170	13,971
Other Charges	1,786,802	1,832,014	1,984,093	2,722,364	738,271
Fixed Assets	46,208		80,997		(80,997)
Gross Appropriations	7,252,419	7,479,551	8,010,057	8,718,006	707,949
Intrafund Transfers			(56,037)	(58,793)	(2,756)
Net Appropriations	7,252,419	7,479,551	7,954,020	8,659,213	705,193
Contingencies/Dept Reserves	751,230	1,041,790	1,261,149	641,360	(619,789)
TOTAL REQUIREMENTS	8,003,649	8,521,341	9,215,169	9,300,573	85,404
NET COUNTY COST	5,651,128	5,470,127	6,055,722	6,207,235	151,513
AUTHORIZED POSITIONS					
Salary Resolution	44.0	42.0	43.0	42.0	(1.0)
Funded FTE	42.6	42.0	42.5	41.5	(1.0)

Administration (1411P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services		35,389			
Miscellaneous Revenue	11,407	17,924			
Total Revenue	11,407	53,313			
Fund Balance	610,046	492,144	493,442	486,137	(7,305)
TOTAL SOURCES	621,453	545,457	493,442	486,137	(7,305)
REQUIREMENTS					
Salaries and Benefits	1,103,310	1,165,720	1,074,662	844,841	(229,821)
Services and Supplies	187,619	169,283	139,575	142,947	3,372
Other Charges	581,945	550,968	153,319	60,310	(93,009)
Net Appropriations	1,872,874	1,885,971	1,367,556	1,048,098	(319,458)
Contingencies/Dept Reserves	345,882	237,980	223,074	293,237	70,163
TOTAL REQUIREMENTS	2,218,756	2,123,951	1,590,630	1,341,335	(249,295)
NET COUNTY COST	1,597,303	1,578,493	1,097,188	855,198	(241,990)
AUTHORIZED POSITIONS					
Salary Resolution	7.0	7.0	6.0	5.0	(1.0)
Funded FTE	6.8	7.0	5.8	4.5	(1.3)

Internal Audit (1421P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	40,918	42,146	49,560	53,348	3,788
Interfund Revenue	96,956	87,608	64,500	80,549	16,049
Miscellaneous Revenue	3,043	12,391			
TOTAL SOURCES	140,917	142,145	114,060	133,897	19,837
REQUIREMENTS					
Salaries and Benefits	1,173,601	1,300,187	1,307,164	1,217,459	(89,705)
Services and Supplies	25,901	24,027	27,871	29,531	1,660
Other Charges	1,357		96,184	108,656	12,472
Gross Appropriations	1,200,859	1,324,214	1,431,219	1,355,646	(75,573)
Intrafund Transfers			(8,243)	(10,999)	(2,756)
TOTAL REQUIREMENTS	1,200,859	1,324,214	1,422,976	1,344,647	(78,329)
NET COUNTY COST	1,059,943	1,182,069	1,308,916	1,210,750	(98,166)
AUTHORIZED POSITIONS					
Salary Resolution	10.0	9.0	9.0	8.0	(1.0)
Funded FTE	9.5	9.0	8.7	8.0	(0.7)

Payroll Services (1431P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property		10			
Charges for Services	6,425	5,956		41,974	41,974
Interfund Revenue			5,600	5,600	
Miscellaneous Revenue	18,981	8,099			
Total Revenue	25,405	14,065	5,600	47,574	41,974
Fund Balance		344,462	629,724	629,724	
TOTAL SOURCES	25,405	358,527	635,324	677,298	41,974
REQUIREMENTS					
Salaries and Benefits	601,485	629,356	657,946	669,392	11,446
Services and Supplies	2,168	6,302	14,000	14,446	446
Other Charges	1,197,338	1,262,185	1,443,163	2,081,201	638,038
Net Appropriations	1,800,991	1,897,843	2,115,109	2,765,039	649,930
Contingencies/Dept Reserves		344,462	629,724		(629,724)
TOTAL REQUIREMENTS	1,800,991	2,242,305	2,744,833	2,765,039	20,206
NET COUNTY COST	1,775,585	1,883,778	2,109,509	2,087,741	(21,768)
AUTHORIZED POSITIONS					
Salary Resolution	6.0	6.0	6.0	6.0	
Funded FTE	5.9	6.0	6.0	6.0	

Controller Information Systems (1432P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue		1			
Total Revenue		1			
Fund Balance	45,997	75,997	105,997	25,000	(80,997)
TOTAL SOURCES	45,997	75,998	105,997	25,000	(80,997)
REQUIREMENTS					
Salaries and Benefits	697,308	644,343	687,874	684,288	(3,586)
Services and Supplies	13,221	8,251	6,450	37,606	31,156
Other Charges	932	324	56,868	90,199	33,331
Fixed Assets	46,208		80,997		(80,997)
Gross Appropriations	757,668	652,918	832,189	812,093	(20,096)
Intrafund Transfers			(47,794)	(47,794)	
Net Appropriations	757,668	652,918	784,395	764,299	(20,096)
Contingencies/Dept Reserves	55,997	75,997	25,000	106,000	81,000
TOTAL REQUIREMENTS	813,665	728,915	809,395	870,299	60,904
NET COUNTY COST	767,668	652,917	703,398	845,299	141,901
AUTHORIZED POSITIONS					
Salary Resolution	5.0	5.0	5.0	5.0	
Funded FTE	5.0	5.0	5.0	5.0	

General Accounting (1441P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	2,917	5,000	76,247	88,247	12,000
Interfund Revenue	73,856	91,982	30,574	30,574	
Miscellaneous Revenue	2,145	14,603			
TOTAL SOURCES	78,918	111,585	106,821	118,821	12,000
REQUIREMENTS					
Salaries and Benefits	784,166	818,469	1,007,925	1,025,009	17,084
Services and Supplies	43,532	6,083	625	1,295	670
Other Charges	4,607	17,274	111,480	108,556	(2,924)
TOTAL REQUIREMENTS	832,305	841,825	1,120,030	1,134,860	14,830
NET COUNTY COST	753,387	730,240	1,013,209	1,016,039	2,830
AUTHORIZED POSITIONS					
Salary Resolution	8.0	8.0	9.0	9.0	
Funded FTE	7.5	8.0	9.0	9.0	

Property Tax/Special Accounting (1461P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	1,073,272	1,354,004	1,320,452	1,410,062	89,610
Miscellaneous Revenue	208	80,146			
Total Revenue	1,073,480	1,434,150	1,320,452	1,410,062	89,610
Fund Balance	366,351	383,351	383,351	242,123	(141,228)
TOTAL SOURCES	1,439,831	1,817,501	1,703,803	1,652,185	(51,618)
REQUIREMENTS					
Salaries and Benefits	786,831	870,963	818,511	1,140,500	321,989
Services and Supplies	267	4,553	600	1,195	595
Other Charges	623	1,263	116,842	134,526	17,684
Net Appropriations	787,721	876,779	935,953	1,276,221	340,268
Contingencies/Dept Reserves	349,351	383,351	383,351	242,123	(141,228)
TOTAL REQUIREMENTS	1,137,072	1,260,130	1,319,304	1,518,344	199,040
NET COUNTY COST	(302,759)	(557,371)	(384,499)	(133,841)	250,658
AUTHORIZED POSITIONS					
Salary Resolution	8.0	7.0	7.0	8.0	1.0
Funded FTE	7.9	7.0	7.0	8.0	1.0

Business Systems Development (1462P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
REQUIREMENTS					
Salaries and Benefits			171,686	180,983	9,297
Services and Supplies			30,078	3,383	(26,695)
Other Charges			6,237	15,608	9,371
TOTAL REQUIREMENTS			208,001	199,974	(8,027)
NET COUNTY COST			208,001	199,974	(8,027)
AUTHORIZED POSITIONS					
Salary Resolution			1.0	1.0	
Funded FTE			1.0	1.0	

Prop Tax System Shared Costs (1463P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
REQUIREMENTS					
Services and Supplies				2,767	2,767
Other Charges				123,308	123,308
TOTAL REQUIREMENTS				126,075	126,075
NET COUNTY COST				126,075	126,075

Treasurer - Tax Collector (1500B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	6,875	6,457	3,650	3,650	
Use of Money and Property	30,913	17,259	30,000	30,000	
Charges for Services	4,818,487	4,499,882	3,911,434	3,911,434	
Interfund Revenue	809,906	766,095	631,000	631,000	
Miscellaneous Revenue	139,886	109,347	81,500	81,500	
Total Revenue	5,806,067	5,399,040	4,657,584	4,657,584	
Fund Balance	4,607,149	4,420,835	4,436,260	4,237,256	(199,004)
TOTAL SOURCES	10,413,216	9,819,875	9,093,844	8,894,840	(199,004)
REQUIREMENTS					
Salaries and Benefits	6,269,689	6,328,022	7,387,940	7,099,414	(288,526)
Services and Supplies	1,604,056	1,094,737	2,756,472	2,704,753	(51,719)
Other Charges	989,218	1,017,602	1,098,861	1,083,041	(15,820)
Fixed Assets		60,185			
Gross Appropriations	8,862,963	8,500,547	11,243,273	10,887,208	(356,065)
Intrafund Transfers	(2,827,206)	(2,793,288)	(2,979,938)	(3,076,237)	(96,299)
Net Appropriations	6,035,757	5,707,259	8,263,335	7,810,971	(452,364)
Contingencies/Dept Reserves	1,060,848	1,587,663	1,728,321	1,728,321	
TOTAL REQUIREMENTS	7,096,605	7,294,922	9,991,656	9,539,292	(452,364)
NET COUNTY COST	(3,316,611)	(2,524,953)	897,812	644,452	(253,360)
AUTHORIZED POSITIONS					
Salary Resolution	63.0	63.0	61.0	61.0	
Funded FTE	65.0	63.0	61.0	61.0	

Tax Collector (1510P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Licenses, Permits and Franchises	6,875	6,457	3,650	3,650	
Charges for Services	1,485,041	1,580,587	1,164,474	1,164,474	
Miscellaneous Revenue	60,307	67,129	56,000	56,000	
Total Revenue	1,552,223	1,654,173	1,224,124	1,224,124	
Fund Balance	2,773,803	2,545,097	2,516,867	2,516,867	
TOTAL SOURCES	4,326,026	4,199,270	3,740,991	3,740,991	
REQUIREMENTS					
Salaries and Benefits	2,031,169	2,023,191	2,033,654	1,837,460	(196,194)
Services and Supplies	802,101	500,636	1,159,078	1,090,107	(68,971)
Other Charges	544,714	578,086	625,302	644,116	18,814
Fixed Assets		60,185			
Net Appropriations	3,377,984	3,162,098	3,818,034	3,571,683	(246,351)
Contingencies/Dept Reserves	370,040	673,102	813,760	813,760	
TOTAL REQUIREMENTS	3,748,024	3,835,200	4,631,794	4,385,443	(246,351)
NET COUNTY COST	(578,002)	(364,070)	890,803	644,452	(246,351)
AUTHORIZED POSITIONS					
Salary Resolution	19.0	19.0	17.0	16.0	(1.0)
Funded FTE	19.0	19.0	17.0	16.0	(1.0)

Treasurer (1520P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	3,269,425	2,837,146	2,696,460	2,696,460	
Miscellaneous Revenue	29,245	5,520			
Total Revenue	3,298,670	2,842,666	2,696,460	2,696,460	
Fund Balance	698,636	558,744	552,399	552,399	
TOTAL SOURCES	3,997,306	3,401,410	3,248,859	3,248,859	
REQUIREMENTS					
Salaries and Benefits	1,645,117	1,678,065	2,031,453	2,166,926	135,473
Services and Supplies	304,063	186,761	626,127	609,007	(17,120)
Other Charges	218,535	214,396	233,172	204,109	(29,063)
Gross Appropriations	2,167,714	2,079,222	2,890,752	2,980,042	89,290
Intrafund Transfers			(152,926)	(249,225)	(96,299)
Net Appropriations	2,167,714	2,079,222	2,737,826	2,730,817	(7,009)
Contingencies/Dept Reserves	390,808	518,042	518,042	518,042	
TOTAL REQUIREMENTS	2,558,522	2,597,264	3,255,868	3,248,859	(7,009)
NET COUNTY COST	(1,438,785)	(804,146)	7,009		(7,009)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	16.0	16.0	18.0	2.0
Funded FTE	15.0	16.0	16.0	18.0	2.0

Revenue Services Program (1530P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	30,913	17,259	30,000	30,000	
Charges for Services	64,021	82,150	50,500	50,500	
Interfund Revenue	809,906	766,095	631,000	631,000	
Miscellaneous Revenue	50,334	36,698	25,500	25,500	
Total Revenue	955,174	902,202	737,000	737,000	
Fund Balance	1,134,710	1,316,994	1,366,994	1,167,990	(199,004)
TOTAL SOURCES	2,089,884	2,219,196	2,103,994	1,904,990	(199,004)
REQUIREMENTS					
Salaries and Benefits	2,593,404	2,626,766	3,322,833	3,095,028	(227,805)
Services and Supplies	497,892	407,340	971,267	1,005,639	34,372
Other Charges	225,969	225,120	240,387	234,816	(5,571)
Gross Appropriations	3,317,266	3,259,227	4,534,487	4,335,483	(199,004)
Intrafund Transfers	(2,827,206)	(2,793,288)	(2,827,012)	(2,827,012)	
Net Appropriations	490,059	465,939	1,707,475	1,508,471	(199,004)
Contingencies/Dept Reserves	300,000	396,519	396,519	396,519	
TOTAL REQUIREMENTS	790,059	862,458	2,103,994	1,904,990	(199,004)
NET COUNTY COST	(1,299,824)	(1,356,737)			
AUTHORIZED POSITIONS					
Salary Resolution	29.0	28.0	28.0	27.0	(1.0)
Funded FTE	31.0	28.0	28.0	27.0	(1.0)

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

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue	3,841,324	4,235,187			
Other Financing Sources			6,291,417	7,170,217	878,800
Total Revenue	3,841,324	4,235,187	6,291,417	7,170,217	878,800
Fund Balance			308,783	308,783	
TOTAL SOURCES	3,841,324	4,235,187	6,600,200	7,479,000	878,800
REQUIREMENTS					
Salaries and Benefits	2,502,488	2,820,732	3,453,951	3,871,014	417,063
Services and Supplies	1,161,773	1,290,851	3,031,410	3,479,132	447,722
Other Charges	76,867	103,333	114,839	128,854	14,015
Fixed Assets	100,197	20,272			
TOTAL REQUIREMENTS	3,841,324	4,235,187	6,600,200	7,479,000	878,800
AUTHORIZED POSITIONS					
Salary Resolution	16.0	20.0	20.0	20.0	
Funded FTE	16.0	19.5	20.0	20.0	

County Counsel (1600B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	3,671,677	3,731,106	3,675,996	3,696,932	20,936
Miscellaneous Revenue	20,703	121,618	10,000	10,000	
Total Revenue	3,692,380	3,852,724	3,685,996	3,706,932	20,936
Fund Balance	2,549,460	2,771,668	2,791,653	2,389,056	(402,597)
TOTAL SOURCES	6,241,840	6,624,392	6,477,649	6,095,988	(381,661)
REQUIREMENTS					
Salaries and Benefits	7,283,063	7,595,487	8,060,774	8,249,504	188,730
Services and Supplies	355,058	672,794	652,550	621,047	(31,503)
Other Charges	358,334	366,370	370,743	375,484	4,741
Fixed Assets				160,024	160,024
Gross Appropriations	7,996,456	8,634,651	9,084,067	9,406,059	321,992
Intrafund Transfers	(776,687)	(996,722)	(927,773)	(910,304)	17,469
Net Appropriations	7,219,769	7,637,929	8,156,294	8,495,755	339,461
Contingencies/Dept Reserves	1,794,750	2,164,511	1,846,955	1,070,647	(776,308)
TOTAL REQUIREMENTS	9,014,519	9,802,440	10,003,249	9,566,402	(436,847)
NET COUNTY COST	2,772,679	3,178,048	3,525,600	3,470,414	(55,186)
AUTHORIZED POSITIONS					
Salary Resolution	40.0	38.0	38.0	39.0	1.0
Funded FTE	38.2	38.0	36.6	37.7	1.1

Human Resources Department (1700B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	325,873	291,300	266,219	241,942	(24,277)
Interfund Revenue	4,016,284	4,086,744	4,260,820	4,390,123	129,303
Miscellaneous Revenue	258,767	314,051	257,100	257,100	
Total Revenue	4,600,923	4,692,095	4,784,139	4,889,165	105,026
Fund Balance	737,716	778,895	822,689	629,282	(193,407)
TOTAL SOURCES	5,338,639	5,470,990	5,606,828	5,518,447	(88,381)
REQUIREMENTS					
Salaries and Benefits	7,017,689	7,270,304	7,164,785	7,452,168	287,383
Services and Supplies	1,725,750	1,762,524	2,026,163	1,952,795	(73,368)
Other Charges	651,266	546,712	512,248	516,388	4,140
Gross Appropriations	9,394,705	9,579,540	9,703,196	9,921,351	218,155
Intrafund Transfers	(1,097,019)	(1,031,693)	(1,439,546)	(1,528,450)	(88,904)
Net Appropriations	8,297,686	8,547,848	8,263,650	8,392,901	129,251
Contingencies/Dept Reserves	569,841	590,531	629,825	500,000	(129,825)
TOTAL REQUIREMENTS	8,867,527	9,138,379	8,893,475	8,892,901	(574)
NET COUNTY COST	3,528,888	3,667,389	3,286,647	3,374,454	87,807
AUTHORIZED POSITIONS					
Salary Resolution	55.0	55.0	51.0	51.0	
Funded FTE	54.1	52.9	48.4	49.4	0.9

HR Strategic Support and Partnerships (1710P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	249,694	232,910	144,912	134,912	(10,000)
Interfund Revenue	308,847	312,714	404,902	479,904	75,002
Miscellaneous Revenue	13,789	16,582			
Total Revenue	572,330	562,207	549,814	614,816	65,002
Fund Balance	737,716	778,895	822,689	629,282	(193,407)
TOTAL SOURCES	1,310,046	1,341,102	1,372,503	1,244,098	(128,405)
REQUIREMENTS					
Salaries and Benefits	1,469,732	1,400,924	1,500,298	1,718,234	217,936
Services and Supplies	214,326	347,893	324,059	257,241	(66,818)
Other Charges	339,186	282,450	335,191	330,441	(4,750)
Gross Appropriations	2,023,244	2,031,267	2,159,548	2,305,916	146,368
Intrafund Transfers	(490,788)	(434,582)	(596,129)	(681,130)	(85,001)
Net Appropriations	1,532,456	1,596,685	1,563,419	1,624,786	61,367
Contingencies/Dept Reserves	569,841	590,531	629,825	500,000	(129,825)
TOTAL REQUIREMENTS	2,102,297	2,187,216	2,193,244	2,124,786	(68,458)
NET COUNTY COST	792,251	846,114	820,741	880,688	59,947
AUTHORIZED POSITIONS					
Salary Resolution	55.0	55.0	10.0	10.0	
Funded FTE	54.1	52.9	8.8	9.5	0.7

Employee Benefits and Wellness (1720P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	2,500				
Interfund Revenue	1,401,250	1,415,911	1,361,845	1,385,231	23,386
Miscellaneous Revenue	159,591	139,439	121,000	121,000	
TOTAL SOURCES	1,563,341	1,555,350	1,482,845	1,506,231	23,386
REQUIREMENTS					
Salaries and Benefits	927,499	1,059,083	954,901	982,913	28,012
Services and Supplies	503,482	386,614	450,663	446,763	(3,900)
Other Charges	132,360	109,653	77,281	76,555	(726)
TOTAL REQUIREMENTS	1,563,341	1,555,350	1,482,845	1,506,231	23,386
AUTHORIZED POSITIONS					
Salary Resolution			7.0	7.0	
Funded FTE			6.8	7.0	0.2

Risk Management (1730P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	148				
Interfund Revenue	1,685,739	1,744,929	1,737,464	1,774,698	37,234
Miscellaneous Revenue	1,692	1,455			
TOTAL SOURCES	1,687,579	1,746,384	1,737,464	1,774,698	37,234
REQUIREMENTS					
Salaries and Benefits	1,348,629	1,446,137	1,449,823	1,475,200	25,377
Services and Supplies	203,980	182,931	216,550	216,700	150
Other Charges	144,043	129,031	81,091	92,798	11,707
Gross Appropriations	1,696,652	1,758,099	1,747,464	1,784,698	37,234
Intrafund Transfers	(9,072)	(11,955)	(10,000)	(10,000)	
TOTAL REQUIREMENTS	1,687,579	1,746,144	1,737,464	1,774,698	37,234
NET COUNTY COST		(240)			
AUTHORIZED POSITIONS					
Salary Resolution			12.0	12.0	
Funded FTE			10.8	10.9	

Talent Acquisition (1740P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	285				
Interfund Revenue	142,696	142,312	142,312	142,312	
Miscellaneous Revenue	72,195	87,767	70,000	70,000	
TOTAL SOURCES	215,175	230,079	212,312	212,312	
REQUIREMENTS					
Salaries and Benefits	1,781,625	1,859,006	1,482,918	1,456,258	(26,660)
Services and Supplies	75,903	57,589	106,200	99,200	(7,000)
Other Charges	12,496	11,492	10,151	7,252	(2,899)
Gross Appropriations	1,870,024	1,928,086	1,599,269	1,562,710	(36,559)
Intrafund Transfers	(317,391)	(315,920)	(380,663)	(380,663)	
TOTAL REQUIREMENTS	1,552,633	1,612,167	1,218,606	1,182,047	(36,559)
NET COUNTY COST	1,337,458	1,382,088	1,006,294	969,735	(36,559)
AUTHORIZED POSITIONS					
Salary Resolution			10.0	10.0	
Funded FTE			9.9	10.0	0.1

Workforce Resources and Diversity (1750P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	73,246	58,390	121,307	107,030	(14,277)
Interfund Revenue	477,752	470,877	614,297	607,978	(6,319)
Miscellaneous Revenue	11,500	68,808	66,100	66,100	
TOTAL SOURCES	562,497	598,075	801,704	781,108	(20,596)
REQUIREMENTS					
Salaries and Benefits	1,490,203	1,505,155	1,776,845	1,819,563	42,718
Services and Supplies	728,059	787,497	928,691	932,891	4,200
Other Charges	23,182	14,086	8,534	9,342	808
Gross Appropriations	2,241,444	2,306,738	2,714,070	2,761,796	47,726
Intrafund Transfers	(279,768)	(269,236)	(452,754)	(456,657)	(3,903)
TOTAL REQUIREMENTS	1,961,676	2,037,502	2,261,316	2,305,139	43,823
NET COUNTY COST	1,399,178	1,439,427	1,459,612	1,524,031	64,419
AUTHORIZED POSITIONS					
Salary Resolution			12.0	12.0	
Funded FTE			12.2	12.0	(0.2)

Information Services Department (1800B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	114,236	150,577	143,748	143,748	
Charges for Services	551,034	566,816	509,324	508,551	(773)
Interfund Revenue	12,178,586	11,203,436	11,471,021	18,024,021	6,553,000
Miscellaneous Revenue	87,372	20,378			
Total Revenue	12,931,229	11,941,207	12,124,093	18,676,320	6,552,227
Fund Balance	8,346,439	4,304,897	2,504,968	1,982,119	(522,849)
TOTAL SOURCES	21,277,668	16,246,104	14,629,061	20,658,439	6,029,378
REQUIREMENTS					
Salaries and Benefits	21,507,553	22,227,079	21,903,882	20,251,289	(1,652,593)
Services and Supplies	26,011,689	24,689,540	30,231,421	34,168,419	3,936,998
Other Charges	1,411,493	1,447,074	1,397,973	1,375,887	(22,086)
Fixed Assets	532,577	932,413	2,701,677	4,352,062	1,650,385
Other Financing Uses	579,087	566,787	286,089	286,089	
Gross Appropriations	50,042,399	49,862,892	56,521,042	60,433,746	3,912,704
Intrafund Transfers	(32,985,749)	(35,862,557)	(43,874,100)	(43,082,583)	791,517
Net Appropriations	17,056,650	14,000,335	12,646,942	17,351,163	4,704,221
Contingencies/Dept Reserves	4,221,018	2,245,768	1,982,119	3,307,276	1,325,157
TOTAL REQUIREMENTS	21,277,668	16,246,104	14,629,061	20,658,439	6,029,378
AUTHORIZED POSITIONS					
Salary Resolution	158.0	140.0	141.0	129.0	(12.0)
Funded FTE	158.0	139.0	140.3	128.8	(11.4)

Information Technology Administrative Services (1810P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	78,695	101,252	39,289		(39,289)
Interfund Revenue	10,440,652	9,498,568	113,316	63,834	(49,482)
Miscellaneous Revenue	5,880	5,070			
Total Revenue	10,525,227	9,604,890	152,605	63,834	(88,771)
Fund Balance	2,298,813				
TOTAL SOURCES	12,824,040	9,604,890	152,605	63,834	(88,771)
REQUIREMENTS					
Salaries and Benefits	1,954,463	2,033,035	1,813,591	1,602,458	(211,133)
Services and Supplies	732,507	454,404	420,949	338,044	(82,905)
Other Charges	589,630	468,602	460,841	452,858	(7,983)
Fixed Assets	27,514	7,424			
Gross Appropriations	3,304,113	2,963,465	2,695,381	2,393,360	(302,021)
Intrafund Transfers	(19,215,593)	(22,535,162)	(2,542,776)	(2,329,526)	213,250
Net Appropriations	(15,911,480)	(19,571,698)	152,605	63,834	(88,771)
Contingencies/Dept Reserves	215,903				
TOTAL REQUIREMENTS	(15,695,577)	(19,571,698)	152,605	63,834	(88,771)
NET COUNTY COST	(28,519,617)	(29,176,588)			
AUTHORIZED POSITIONS					
Salary Resolution	70.0	14.0	13.0	11.0	(2.0)
Funded FTE	71.0	14.0	13.0	11.0	(2.0)

Information and Technology Availability (1830P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	114,236	150,577	143,748	143,748	
Charges for Services	467,434	464,864	470,035	508,551	38,516
Interfund Revenue	1,737,934	1,704,868	7,502,668	10,300,584	2,797,916
Miscellaneous Revenue	44,955	8,544			
Total Revenue	2,364,559	2,328,853	8,116,451	10,952,883	2,836,432
Fund Balance	6,047,626	3,493,407	1,764,968	1,615,739	(149,229)
TOTAL SOURCES	8,412,185	5,822,260	9,881,419	12,568,622	2,687,203
REQUIREMENTS					
Salaries and Benefits	12,191,130	12,759,253	12,701,950	11,962,016	(739,934)
Services and Supplies	16,010,050	16,622,942	19,695,981	19,348,740	(347,241)
Other Charges	595,903	887,514	846,174	832,070	(14,104)
Fixed Assets	471,793	517,025	1,425,696	836,000	(589,696)
Other Financing Uses	579,087	566,787	286,089	286,089	
Gross Appropriations	29,847,963	31,353,521	34,955,890	33,264,915	(1,690,975)
Intrafund Transfers	(10,389,456)	(10,222,248)	(26,690,210)	(22,982,465)	3,707,745
Net Appropriations	19,458,507	21,131,273	8,265,680	10,282,450	2,016,770
Contingencies/Dept Reserves	4,005,115	1,066,306	1,615,739	2,286,172	670,433
TOTAL REQUIREMENTS	23,463,622	22,197,579	9,881,419	12,568,622	2,687,203
NET COUNTY COST	15,051,437	16,375,319			
AUTHORIZED POSITIONS					
Salary Resolution	88.0	85.0	85.0	79.0	(6.0)
Funded FTE	87.0	84.0	84.3	78.5	(5.8)

Project Management (1840P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Charges for Services	4,905	700			
Interfund Revenue			3,855,037	7,659,603	3,804,566
Miscellaneous Revenue	36,538	6,764			
Total Revenue	41,443	7,464	3,855,037	7,659,603	3,804,566
Fund Balance		811,490	740,000	366,380	(373,620)
TOTAL SOURCES	41,443	818,954	4,595,037	8,025,983	3,430,946
REQUIREMENTS					
Salaries and Benefits	7,360,771	7,434,790	7,388,341	6,686,815	(701,526)
Services and Supplies	8,469,468	7,280,082	10,114,491	11,981,635	1,867,144
Other Charges	225,960	90,958	90,958	90,959	1
Fixed Assets	33,270		1,275,981	1,016,062	(259,919)
Gross Appropriations	16,089,470	14,805,831	18,869,771	19,775,471	905,700
Intrafund Transfers	(3,380,700)	(3,105,146)	(14,641,114)	(12,770,592)	1,870,522
Net Appropriations	12,708,770	11,700,685	4,228,657	7,004,879	2,776,222
Contingencies/Dept Reserves		1,037,549	366,380	1,021,104	654,724
TOTAL REQUIREMENTS	12,708,770	12,738,234	4,595,037	8,025,983	3,430,946
NET COUNTY COST	12,667,327	11,919,280			
AUTHORIZED POSITIONS					
Salary Resolution		41.0	43.0	39.0	(4.0)
Funded FTE		41.0	43.0	39.3	(3.7)

Information Technology Innovation (1844P)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
REQUIREMENTS					
Salaries and Benefits	1,189				
Services and Supplies	799,664	332,112		2,500,000	2,500,000
Fixed Assets		407,964		2,500,000	2,500,000
Gross Appropriations	800,853	740,076		5,000,000	5,000,000
Intrafund Transfers				(5,000,000)	(5,000,000)
Net Appropriations	800,853	740,076			
Contingencies/Dept Reserves		141,913			
TOTAL REQUIREMENTS	800,853	881,989			
NET COUNTY COST	800,853	881,989			

Grand Jury (1920B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Miscellaneous Revenue	1,880				
Total Revenue	1,880				
Fund Balance	128,523	174,464	144,513	128,523	(15,990)
TOTAL SOURCES	130,403	174,464	144,513	128,523	(15,990)
REQUIREMENTS					
Salaries and Benefits	44,550	49,676	55,941	55,941	
Services and Supplies	437,527	519,903	449,156	467,416	18,260
Other Charges	3,393	3,274	2,000	1,000	(1,000)
Net Appropriations	485,470	572,853	507,097	524,357	17,260
Contingencies/Dept Reserves	128,523	113,389	128,523	95,273	(33,250)
TOTAL REQUIREMENTS	613,993	686,242	635,620	619,630	(15,990)
NET COUNTY COST	483,590	511,778	491,107	491,107	

Non-Departmental Services (8000B)
General Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Taxes	382,854,036	371,276,557	329,717,886	346,156,907	16,439,021
Licenses, Permits and Franchises	396,063	396,181	396,063	387,607	(8,456)
Fines, Forfeitures and Penalties	980,581	415,227			
Use of Money and Property	4,081,757	6,366,169	5,483,769	5,811,790	328,021
Intergovernmental Revenues	2,497,440	2,321,801	1,345,345	1,346,599	1,254
Charges for Services	22,721	1,589,172	205	208	3
Interfund Revenue	3,887,343	4,604,695	4,925,053	5,342,859	417,806
Miscellaneous Revenue	504,200	3,426,364	300,000	100,000	(200,000)
Total Revenue	395,224,142	390,396,166	342,168,321	359,145,970	16,977,649
Fund Balance	222,079,958	246,634,457	192,630,229	206,067,338	13,437,109
TOTAL SOURCES	617,304,100	637,030,623	534,798,550	565,213,308	30,414,758
REQUIREMENTS					
Salaries and Benefits	2,531,803	1,695,531	2,100,000	4,100,000	2,000,000
Services and Supplies	15,745,288	16,469,210	27,119,593	21,736,630	(5,382,963)
Other Charges	2,673,079	2,389,795	3,301,336	3,747,473	446,137
Fixed Assets			43,000		(43,000)
Other Financing Uses	9,546,722	66,319,450	20,690,567	46,951,353	26,260,786
Gross Appropriations	30,496,892	86,873,986	53,254,496	76,535,456	23,280,960
Intrafund Transfers	(2,527,946)	(638,462)	(662,800)	(653,497)	9,303
Net Appropriations	27,968,946	86,235,524	52,591,696	75,881,959	23,290,263
Contingencies/Dept Reserves	266,118,362	212,695,764	145,918,717	130,468,734	(15,449,983)
TOTAL REQUIREMENTS	294,087,308	298,931,288	198,510,413	206,350,693	7,840,280
NET COUNTY COST	(323,216,792)	(338,099,335)	(336,288,137)	(358,862,615)	(22,574,478)

Debt Service Fund (8900B)

Debt Service Fund

FY 2012-13 Budget Unit Summary

	Actual 2009-10	Actual 2010-11	Revised 2011-12	Recommended 2012-13	Change 2012-13
SOURCES					
Use of Money and Property	156,831	196,394			
Other Financing Sources	30,408,580	30,264,608	30,796,162	30,794,718	(1,444)
Total Revenue	30,565,411	30,461,003	30,796,162	30,794,718	(1,444)
Fund Balance	15,840,300	16,456,209	16,672,942	16,946,366	273,424
TOTAL SOURCES	46,405,711	46,917,211	47,469,104	47,741,084	271,980
REQUIREMENTS					
Other Charges	29,949,501	30,244,270	30,715,238	30,731,617	16,379
Net Appropriations	29,949,501	30,244,270	30,715,238	30,731,617	16,379
Non-General Fund Reserves	16,456,209	16,672,941	16,753,866	17,009,467	255,601
TOTAL REQUIREMENTS	46,405,711	46,917,211	47,469,104	47,741,084	271,980



GLOSSARY OF BUDGET TERMS

COUNTY OF SAN MATEO FY 2012-13 RECOMMENDED BUDGET



County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

Liveable Community

Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

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) =	<u>.8</u> (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.

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 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