



COUNTY OF SAN MATEO
FY 2011-12
RECOMMENDED BUDGET



COUNTY OF SAN MATEO FY 2011-12

RECOMMENDED BUDGET



BOARD OF SUPERVISORS

DAVE PINE, 1ST DISTRICT

CAROLE GROOM, 2ND DISTRICT

DON HORSLEY, 3RD DISTRICT

ROSE JACOBS GIBSON, 4TH DISTRICT

ADRIENNE TISSIER, 5TH DISTRICT

RECOMMENDED BY:

DAVID S. BOESCH, COUNTY MANAGER



COUNTY OF SAN MATEO

FY 2011-12

RECOMMENDED BUDGET

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Prepared by the County Manager's Office

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Non-Departmental Services
Fire Protection/County Service Area #1

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Safe Neighborhoods & Prosperous Community

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

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Healthy Residents

Budget System Coordination
First 5 Commission
Health System

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

SHANNA COLLINS

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
Retirement (SamCERA)
Treasurer-Tax Collector's Office

DANIELLE LEE

Environmentally Conscious & Livable Communities

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

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO
**County of San Mateo
California**

Special Performance Measures Recognition

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to County of San Mateo, California for its annual budget for the fiscal year beginning July 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan and as a communication device.

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

**FISCAL YEAR 2011-12
RECOMMENDED BUDGET**

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FISCAL YEAR 2011-12
RECOMMENDED BUDGET

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June 2011

Honorable Board of Supervisors

Traditions, Transitions and Transformation

These are the themes that emerged in preparing the Fiscal Year 2011-12 Recommended Budget.

Our traditions include providing innovative and outstanding public service, a commitment to prevention and early-intervention strategies and a steadfast dedication to fiscal restraint and accountability.

It's because of those traditions that our County is regarded as one of the most well-run and respected local governments in California.

At the same time we are undergoing significant transitions.

In 2011 we welcomed two new Supervisors to the Board, launched a new budgeting process and adjusted to the reality that resources are unlikely to meet demands for service as the economy continues to stagnate.

An organization's budget should reflect its values. The overriding message you will see in the pages that follow is that we are in a period of transition where we are drawing on our values and using our Shared Vision to transform our organization.

We are focusing on significantly reducing program and labor costs both immediately and in the future, cultivating strong leadership at all levels and developing plans to take on new responsibilities from the state without breaking our local budget.

San Mateo County is not immune to the forces that are impacting the local, state and national economy. What we can control is how we cope and manage the challenges faced by dwindling resources and increasing demand. And we can be assured that our culture – steeped in collaboration and innovation – will see us through these difficult times.

Budget Overview

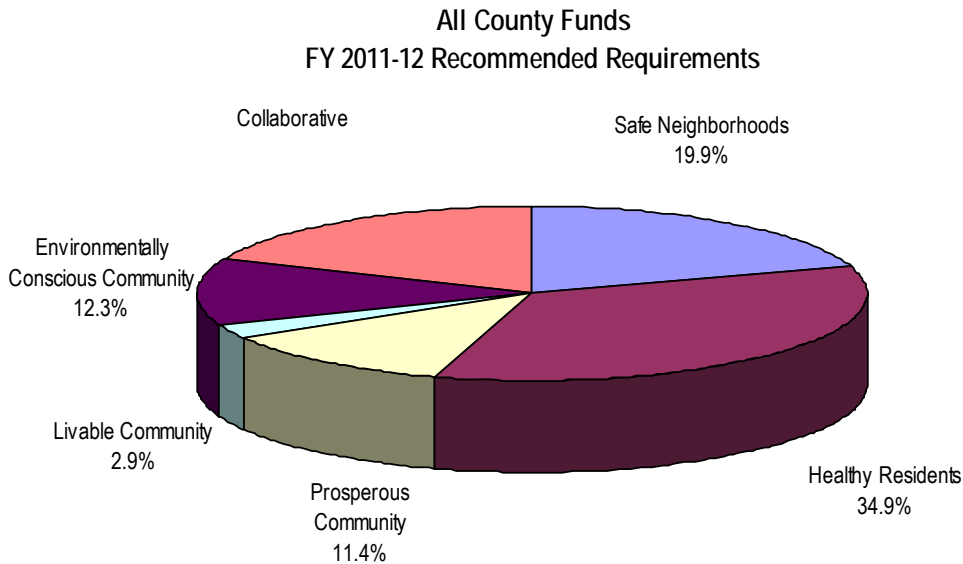
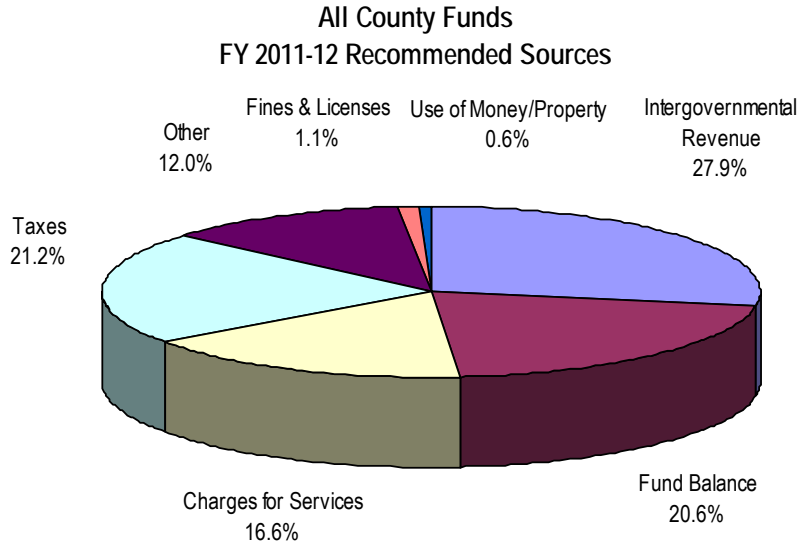
The total budget for *All Funds* is \$1.695 billion, a decrease of \$129 million or 7 percent from Fiscal Year 2010-11. The total budget for the *General Fund* is \$1.15 billion, a decrease of \$112 million or 6.7 percent from the prior year.

The 2011-12 Recommended Budget includes:

- \$47.5 million in General Fund Reserves
- \$29 million in program and service reductions
- \$5.5 million in additional funds from Proposition 172 (public safety sales taxes)
- \$5.6 million in capital improvements and IT infrastructure

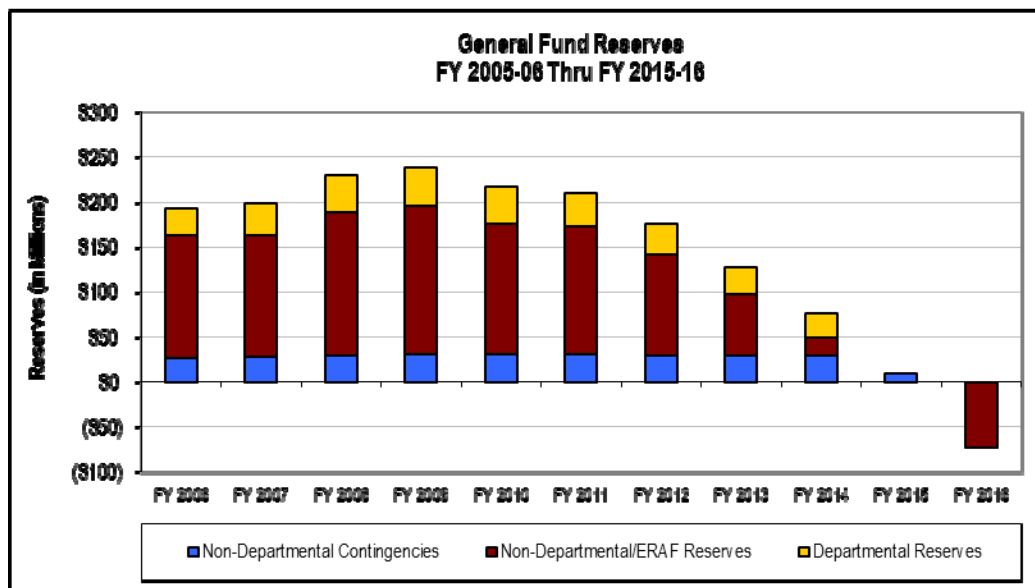
When combined, these close an \$82 million structural budget imbalance.

The following charts show major *Sources* of funding and *Recommended Requirements* or “uses” by community outcome area.



Fund Balance for *All Funds* stands at \$349 million, a decrease of \$88 million (20 percent), and Reserves are \$259 million, a decrease of \$54 million (17 percent). Fund Balance for the *General Fund* is \$229 million, a decrease of \$79 million (25.6 percent), and Reserves are \$176 million, a decrease of \$46 million or 21 percent.

The FY 2011-12 Recommended Budget is the fourth installment in the five-year plan designed to restore a structural balance by FY 2012-13. That means we will then spend within our means without drawing down reserves. But if we cease making further substantive progress in rebalancing the County’s annual budget, we will continue to use reserves and therefore fall below the \$100 million minimum balance per Board policy in 2014 and virtually run out of all reserves in 2015.



Over the past several months Supervisors and County staff have met often to understand our budgeting options and discuss alternatives. Across the entire organization, staff at all levels has been engaged in this mighty effort. And their good work continues as we investigate where further improved efficiency is possible. In addition, we are working externally with service providers and nonprofit partners to explore different delivery methods and models.

Budget Process

At the end of last year's budget process, which focused on cutting programs, services, costs and staffing levels, the Board expressed an interest in a new way to budget. The goal was to change the emphasis from what to cut to having a thoughtful deliberation about what to keep.

Work on a new process for building and vetting the FY 2011-12 Budget started with a search for best practices. In the end, the budget's primary criterion should be value, defined as outcomes per dollar, not just dollars. We have long focused on the question, "How can we cut spending to match revenues?" We should instead ask, "What's the best way to produce the most value with the dollars we have?"

It should be about smart spending, not smart cutting.

The FY 2011-12 Recommended Budget document looks quite different from its predecessors. The sections are organized by community outcome, with a summary of each department in terms of what is proposed for funding and what is recommended to be "unfunded" in the year ahead.

The outcome areas reflect our Shared Vision 2025. When we have asked the public what type of County they want, they overwhelmingly have responded that they want a county that is healthy, safe, prosperous, livable, collaborative and environmentally conscious. Those outcomes are our Shared Vision.

Departments were directed to use the Shared Vision outcomes in developing budget proposals for the upcoming year. The closer a program aligned with a Shared Vision outcome, the higher it should rank on the priority list. Of course, a number of the programs that the County administers are required either because of mandates or funding sources. Nonetheless, the new budget approach emphasizes the results these programs produce.

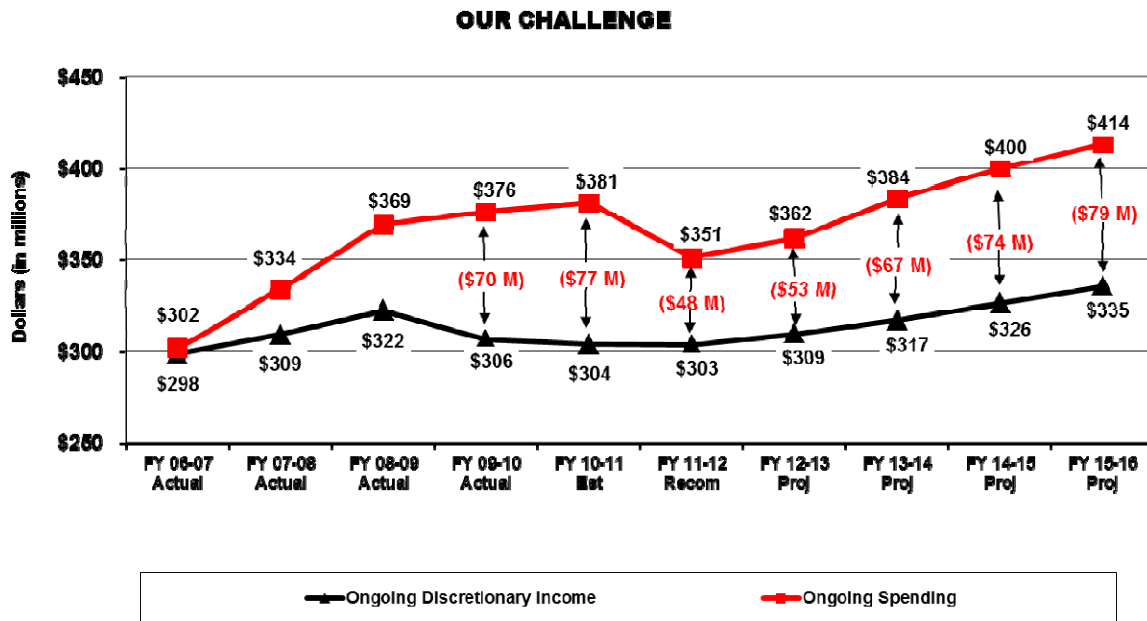
The Budget document includes detailed descriptions of each program provided by the County. The descriptions explain in plain language who the program serves, the results achieved and the impacts of reducing funding or eliminating services. Significant progress has been made in improving both the process used to build the budget and the actual document that is produced. In future budgets, we will continue to refine the program descriptions to better reflect each program’s impact on the lives of our residents.

The FY 2012 Recommended Budget was developed with unprecedented engagement from the Board, employees and the public. Departments have met for months with clients, stakeholders and employees to develop priorities while your Board led public workshops and held public hearings as part of the process.

With the assistance of that informed input and under your leadership we have made significant progress toward closing our budget gap. We have:

- In partnership with labor organizations reduced labor costs by \$13 million annually by freezing salaries, instituting new retirement tiers and increasing the amount of contributions to benefits, among other steps.
- Developed new service models that have consolidated departments, as in Public Works absorbing Parks, and partnered with our cities to share public safety and other services to operate more efficiently.
- Eliminated vacant positions to minimize layoffs and reduce the budget by millions.
- Instituted numerous cost-savings programs to reduce operating expenses while protecting services, improved management of facilities and fleet vehicles and cut down on energy and paper.

The graph below shows that the FY2012 Recommended Budget moves us closer toward closing the gap.



We have succeeded in presenting a balanced 2011-12 Recommended Budget yet we know that many challenges lie ahead. Over the course of the coming year, your Board, staff and community partners will be engaged in a range of efforts on a variety of important issues.

- Health care reform
- Realignment
- Jail capacity
- Pension obligations
- Facilities infrastructure
- Business process redesign
- Studying potential new revenue sources

Although each effort will be challenging, we know that under your leadership we will have opportunities to improve services and operate more efficiently. Your Board and our staff and stakeholders are working together to ensure our organization will continue to garner a reputation for excellent service and efficiency.

Summary

The past few years have challenged our organization. We also know that additional challenges and uncertainties lie ahead.

By staying true to our traditions, managing through transitions and leading transformation, we are confident we will weather whatever we encounter. I want to especially highlight our extraordinary San Mateo County employees who, throughout these challenging times, have continued to identify innovations and efficiencies while protecting critical programs that serve the most vulnerable in our community.

I applaud our community partners, the many core service and non-profit providers who have worked tirelessly with us, hand-in-hand, to serve our community. Truly, our employees and our community partners have done more with less.

In closing, I wish to extend my sincere thanks and gratitude to the Board, Department Heads and the entire staff of the County Manager's Office for your unfailing support.

Respectfully recommended,

David S. Boesch Jr.
County Manager

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SHARED VISION 2001-2025

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.

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.

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.

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.

Healthy Community
*Safe Neighborhoods
Healthy Residents*



Prosperous Community



Livable Community



Environmentally Conscious Community



Collaborative Community



2011 KEY INITIATIVES CONTRIBUTING TO SHARED VISION 2025



Healthy

BOARD OF SUPERVISORS: Expanded the popular Take A Hike series that invites residents to enjoy County parks and learn about nature with the help of a guide.

BOARD OF SUPERVISORS: Sponsored the second Women's Criminal Justice Summit to explore ways to help women overcome substance abuse addictions and other obstacles to succeeding in their communities.

HEALTH SYSTEM: Partner with public and private agencies to improve diversion of people with mental illness and addictions from jail and other institutions and help them succeed in the community.

HEALTH SYSTEM: Partner with the Health Plan of San Mateo to integrate programs serving older adults into a seamless, coordinated Long Term Support Services Program.

HUMAN SERVICES AGENCY: Explored "The Impact of Incarceration on Families" at a day-long conference that examined ways to strengthen families if a parent is in custody and to foster ways to reunify families upon release.



Safe

BOARD OF SUPERVISORS: Organized Disaster Preparedness Day to connect individuals and families with life-saving information and training.

CORONER'S OFFICE: Expand the Save-A-Life Program to educate at-risk youth about the perils of reckless and violent behavior.

COUNTY MANAGER'S OFFICE: Facilitated crisis communications training with the California Emergency Management Agency for 25 County and city staff members.

SHERIFF'S OFFICE: Seek innovative ways to save money and protect public safety by providing patrol services to cities.

SHERIFF'S OFFICE: Improve the practice firing range to meet new safety standards and improve weapons training.



Prosperous

BOARD OF SUPERVISORS: Brought together key representatives from the county's biotechnology industry, political leadership and planning community to discuss ways to help the biotechnology industry to continue to thrive and contribute to the local economy.

BOARD OF SUPERVISORS: Teamed with the Sheriff's Office to "Stuff the Bus," an event that encouraged the community to donate toys that were distributed to needy families.

BOARD OF SUPERVISORS: Organized numerous workshops and community fairs to provide resources, contacts and information to help homeowners facing foreclosure.

HUMAN SERVICES AGENCY: Improve critical safety net services to individuals and families who are struggling in the economic downturn.

2011 KEY INITIATIVES CONTRIBUTING TO SHARED VISION 2025



Livable

BOARD OF SUPERVISORS: Planned and promoted Streets Alive, a countywide event that encourages fun outdoor activities and healthy exercise in urban areas.

DEPARTMENT OF HOUSING: Reposition Housing Authority assets (land and rental assistance vouchers) to increase the number of permanently affordable homes and to help members of vulnerable populations transition to greater self-sufficiency.



Environmentally Conscious

DEPARTMENT OF PUBLIC WORKS: Develop and place standardized interpretative signage and exhibits in County parks that explain natural features, historic sites, habitats and points of interest.

DEPARTMENT OF PUBLIC WORKS: Completed a facilities master plan to provide framework for space planning for the next decade.



Collaborative

BOARD OF SUPERVISORS: Teamed with the California Highway Patrol to provide Older Driver Safety seminars around the county.

INFORMATION SERVICES DEPARTMENT: Establish a new Countywide Information Technology Strategic Plan to identify and prioritize technology initiatives that will provide cost savings, improve efficiency, improve data management, provide employee and/or resident self service, or offer shared services opportunities.

DEPARTMENT OF PUBLIC WORKS: Explore teaming with cities and other public agencies to share services such as maintenance of street lights, signals and roads to reduce costs and improve efficiency.

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COUNTY OF SAN MATEO 2011 - 2012 PROFILE





Fast Facts



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.

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.

Point Montara Lighthouse



San Mateo-Hayward Bridge

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.

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.

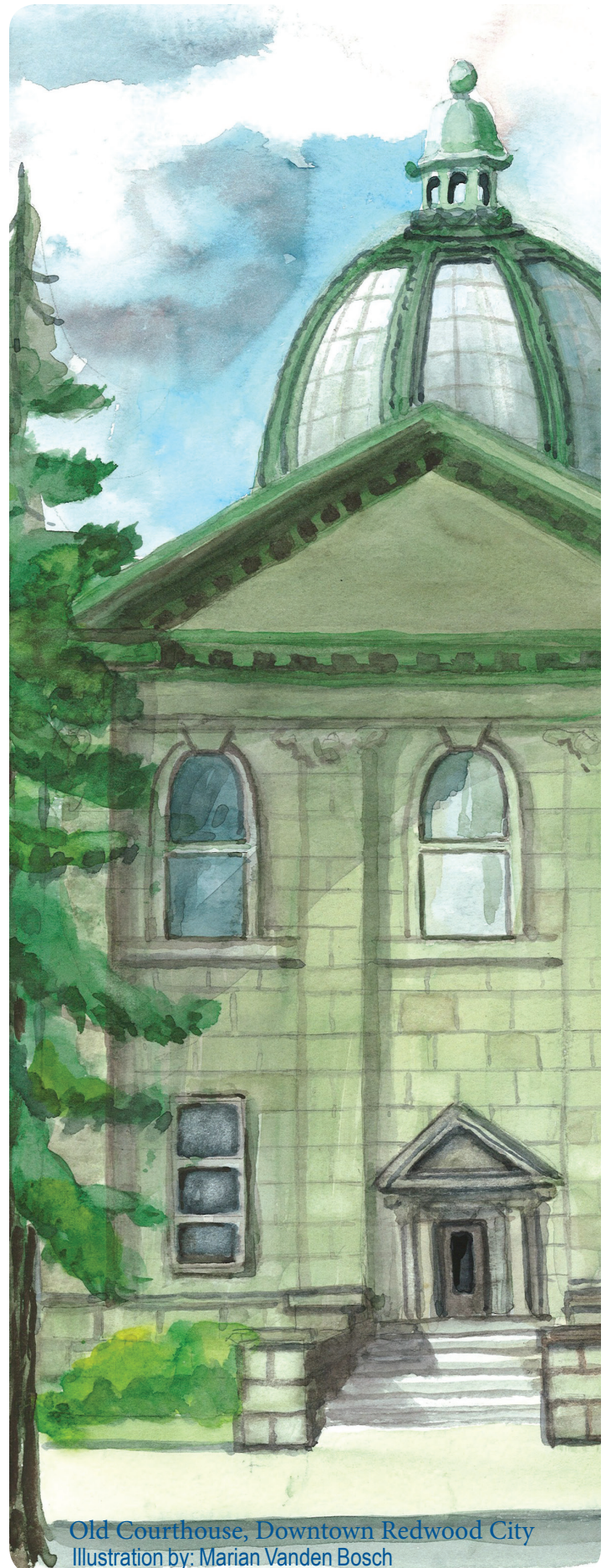
The Birth of San Mateo County

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.



Old Courthouse, Downtown Redwood City
Illustration by: Marian Vanden Bosch



South San Francisco City Hall

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 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 718,000 people who live in 20 cities and numerous unincorporated areas, from leafy suburbs to isolated coastal hamlets.

The vibrant economy, mild climate and quality of life 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.^{7,8,9}

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/Public Administrator, 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.

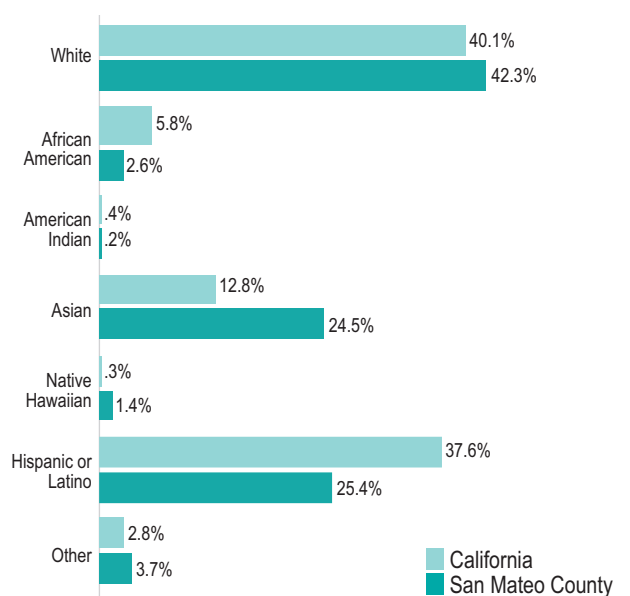
San Mateo County is the 14th-most populous among California's 58 counties, sandwiched between the City and County of San Francisco at 13 and San Joaquin County at 15.

SAN MATEO COUNTY POPULATION¹⁰

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

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.

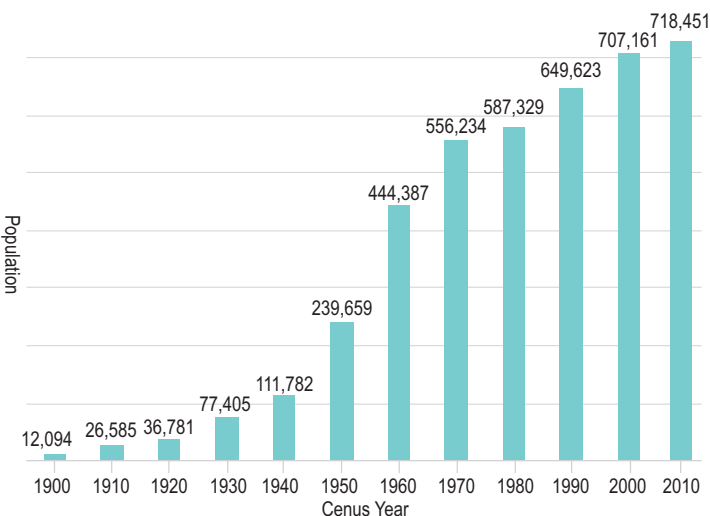
RACE/ETHNIC DISTRIBUTION¹²



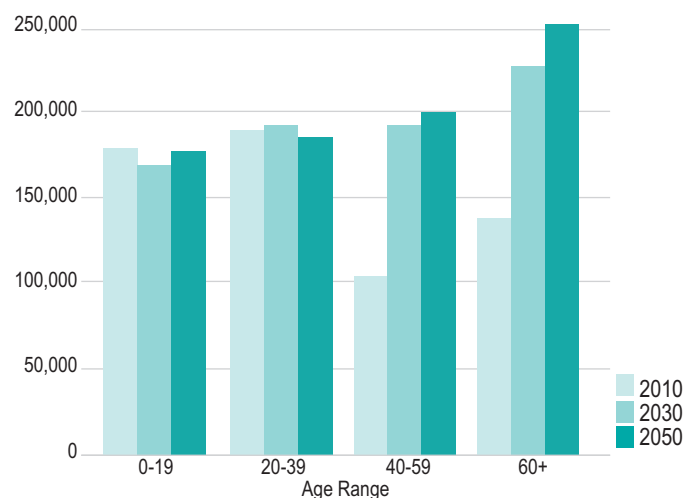
The county is also undergoing a dramatic shift in the age structure. The 2010 Census found that the median age of San Mateo County residents was 39.3 years, well above the state's median age of 35.2 years. Portola Valley (51.3 years) had the highest median age while East Palo Alto (28.1 years) had the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

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

SAN MATEO COUNTY POPULATION¹¹ 1900-2010



SAN MATEO COUNTY POPULATION PROJECTIONS¹³



Employment and Industry

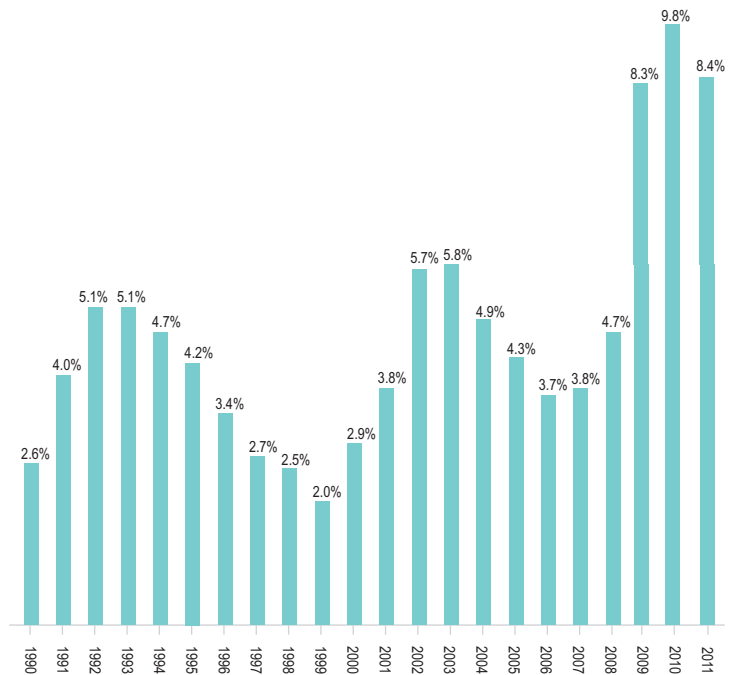
SAN MATEO COUNTY IS HOME TO DIVERSE BUSINESSES, from international corporations to small shops and manufacturers. The county's largest employers include Genentech, Inc., Oracle Corp., San Mateo County, Kaiser Permanente, Mills-Peninsula Health Services, Electronic Arts, Inc., United Airlines and the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

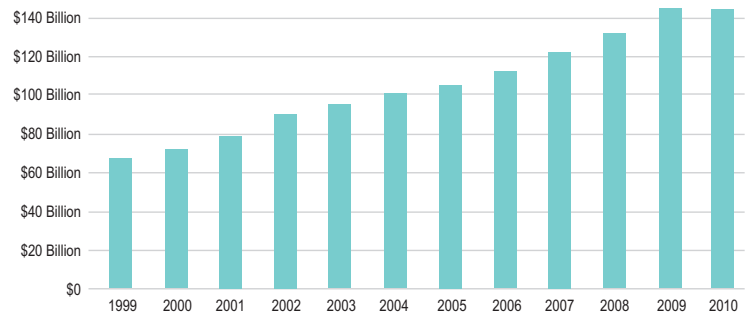
Five of the Bay Area's 10 largest biotech patent recipients in 2009 also called San Mateo County home. And five of the Bay Area's largest software companies are based in San Mateo County.

Yet the county is not immune to the forces affecting the overall economy. San Mateo County's unemployment rate stood at 8.4 percent in April 2011. This was far above historic levels but still below the state average of 12 percent. In April 2011, San Mateo County had a labor force of 369,000 with 337,800 of those employed. That left 31,200 seeking work. Despite the impact of the recession, the total assessed value of property has grown steadily for the past decade as depicted in the chart to the right.

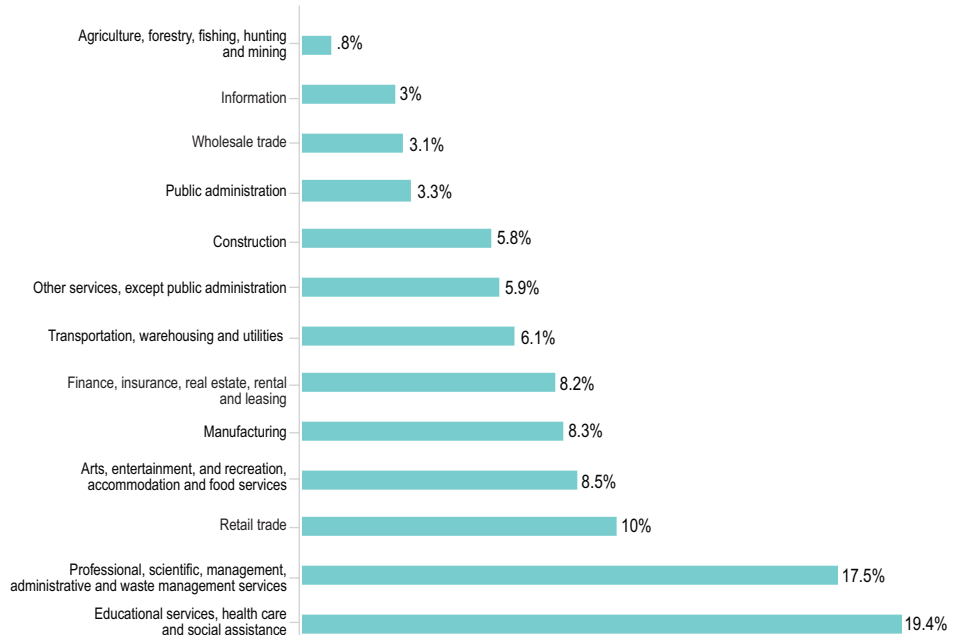
SAN MATEO COUNTY'S UNEMPLOYMENT RATE¹⁴



TOTAL TAXABLE ASSESSED VALUE¹⁵



CIVILIAN EMPLOYED POPULATION BY INDUSTRY 16 AND OVER 2009¹⁶



Income and Housing

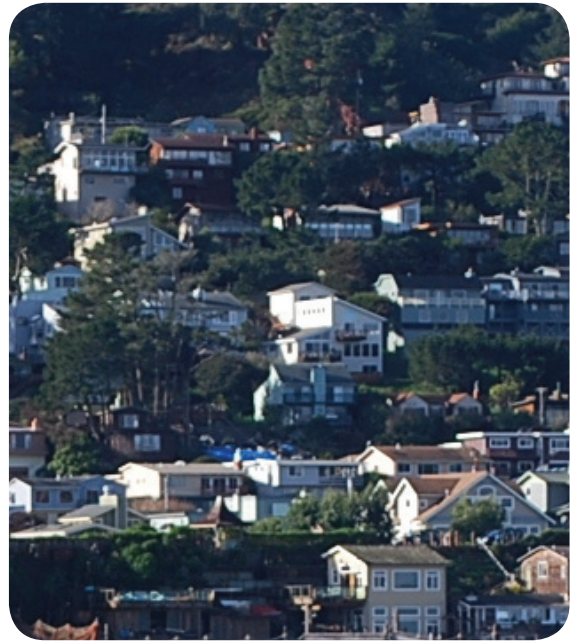
SAN MATEO COUNTY'S MEDIAN HOUSEHOLD INCOME in 2009 was \$85,213, nearly unchanged from the prior year. Per capita income, however, fell slightly to \$42,249 from \$44,438 in 2008.

By comparison, California's median household income was \$58,931 and per capita income was \$27,885 in 2009.¹⁷

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) stood at \$550,000 in April 2011, down 5.2 percent from April 2010. That number was still far higher than the Bay Area median price of \$360,000 and the state median of \$249,000.

While housing prices have fallen, rents have increased from the first three months of 2011 from the same period a year ago. The average rent for a two-bedroom apartment in San Mateo County rose 7.7 percent to \$1,765 a month and a one-bedroom apartment rose 7.4 percent to \$1,553.

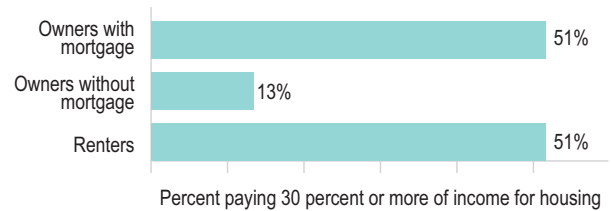
On the positive side, the number of financially distressed homeowners who were issued notices of default — the first step in the foreclosure process — fell 12.1 percent during the first three months of 2011 compared with the same period in 2010. In a sign of the lingering impact of the recession, applications for public assistance have continued to increase.



Housing Costs

The median monthly housing costs for mortgaged owners was \$3,211, nonmortgaged owners \$499, and renters \$1,449. Fifty-one percent of owners with mortgages, 13 percent of owners without mortgages, and 51 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 2009¹⁹



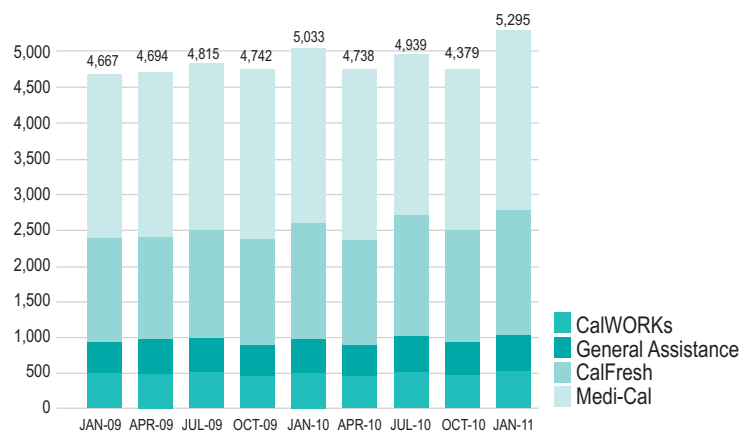
NOTICES OF DEFAULT

County/Region	Q1 2010	Q1 2011	Change from 2010-2011
San Mateo County	943	829	-12.1%
Bay Area	13,517	11,388	-15.8%
California	81,054	68,239	-15.8%

REAL ESTATE TRANSACTIONS¹⁸

All homes	Sales Volume			Median Price		
	Apr-10	Apr-11	%Chng	Apr-10	Apr-11	%Chng
Alameda	1,319	1,345	2.0%	\$350,000	\$338,000	-3.4%
Contra Costa	1,635	1,399	-14.4%	\$273,000	\$258,500	-5.3%
Marin	245	241	-1.6%	\$659,000	\$660,000	0.2%
Napa	104	122	17.3%	\$335,000	\$317,500	-5.2%
Santa Clara	1,656	1,645	-0.7%	\$489,000	\$470,000	-3.9%
San Francisco	428	422	-1.4%	\$692,500	\$655,000	-5.4%
San Mateo	556	584	5.0%	\$580,000	\$550,000	-5.2%
Solano	591	568	-3.9%	\$202,000	\$185,000	-8.4%
Sonoma	469	463	-1.3%	\$318,000	\$295,000	-7.2%
Bay Area	7,003	6,789	-3.1%	\$370,000	\$360,000	-2.7%

PUBLIC ASSISTANCE APPLICATIONS²⁰



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.

The port recorded a 15 percent decrease in metric tonnage across its docks for the fiscal year that ended June 30, 2010, as demand fell for construction supplies due to the global economic slowdown.

Thirty-three ships and 16 barges made calls during the fiscal year, compared with 37 ships and 11 barges during the previous year.²¹

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.



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.

In a sign the economy may be rebounding, passenger traffic grew 5.1 percent to 39.1 million in calendar year 2010.

International travel grew 6.3 percent to 8.84 million passengers while domestic travel grew 4.7 percent to 30.2 million passengers.

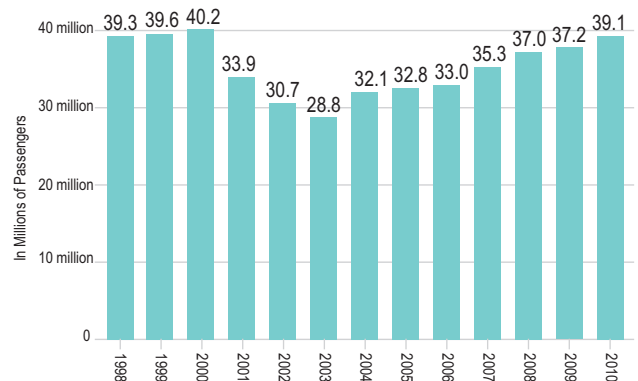
Total cargo increased 7.8 percent to 384,179 metric tons.

The growth seen in calendar year 2010 continued into early 2011. Overall passenger traffic through March 2011 was 4 percent higher than in March 2010. International traffic rose 6.6 percent while domestic travel was up 3.3 percent.

SFO was the 20th busiest airport in the world in 2009 (the latest year global figures are available) and the 10th busiest in the United States in passenger volume.

**SAN FRANCISCO INTERNATIONAL AIRPORT
COMPARATIVE TRAFFIC REPORTS²²**

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

In the 2009-10 fiscal year, there were 25,943 station exits on an average weekday at San Mateo County's six stations (Daly City, Colma, South San Francisco, San Bruno, Millbrae and SFO).²³

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 the chart shows 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.

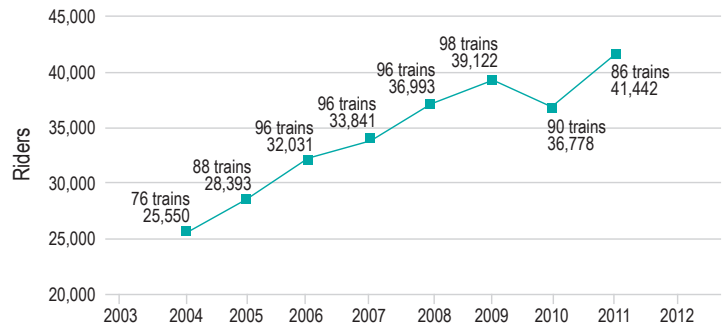
SamTrans In December 2009, SamTrans reduced bus service 7.5 percent due to funding shortfalls. The service reductions include eliminating six express routes to San Francisco and one local route.

The shortfall is a result of a decline in local sales tax revenue, elimination of state funding and a drop in farebox revenue due to a decrease in ridership. In addition to the service reductions, SamTrans increased fares in February 2010. Fixed-route bus ridership peaked in San Mateo County at 19 million in the 1997-98 fiscal year but has since declined to 13.9 million in the 2009-10 fiscal year.

SamTrans also provides paratransit service to more than 1,100 people each day. SamTrans is operated by the San Mateo County Transit District.²⁵



CALTRAIN AVERAGE WEEKDAY RIDERSHIP²⁴
2004-2011



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 CRIMES²⁶

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

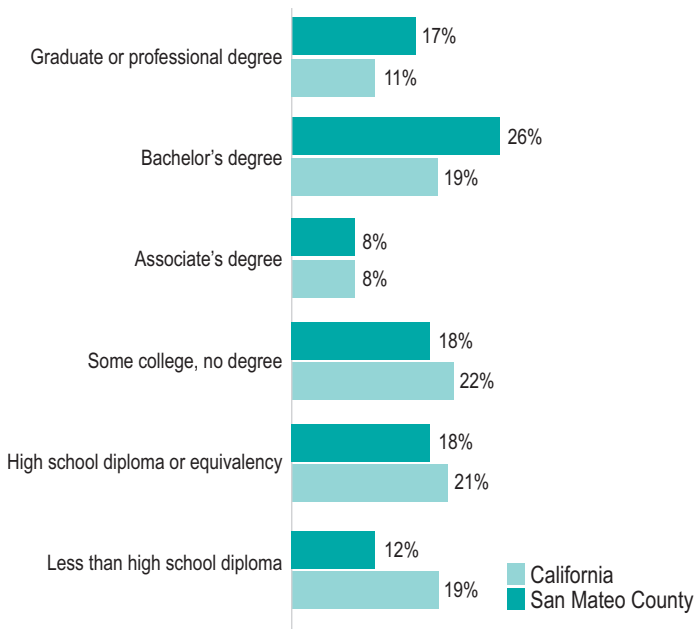
Education

SAN MATEO COUNTY IS HOME TO 182 PUBLIC SCHOOLS and many private schools. Public school enrollment rose slightly in the 2008-09 school year to 89,972 students.²⁷ The total school enrollment in San Mateo County was 184,000 in 2009. Nursery school and kindergarten enrollment was 25,000 and elementary or high school enrollment was 103,000 children. College or graduate school enrollment was 56,000.²⁸

In 2009, 88 percent of people 25 years and over had at least graduated from high school and 44 percent had a bachelor's degree or higher. Twelve percent were dropouts, meaning they were not enrolled in school and had not graduated from high school.

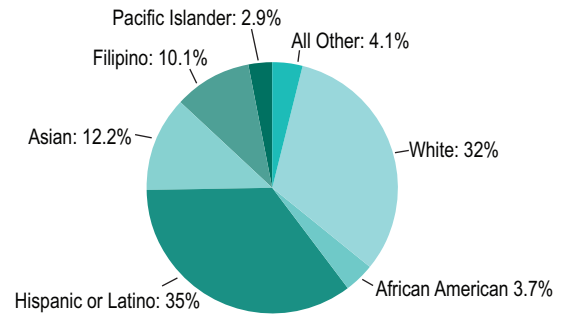


EDUCATIONAL ATTAINMENT OF PEOPLE IN SAN MATEO COUNTY VS. STATE IN 2009²⁹

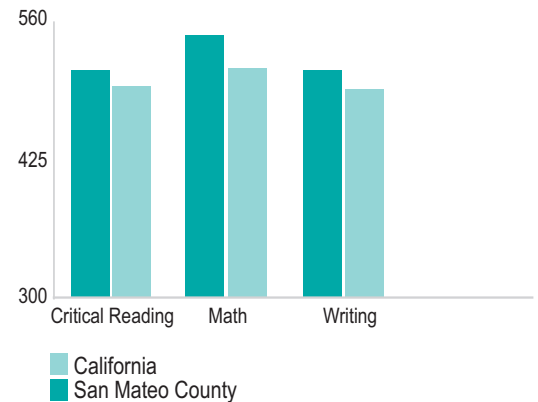


The ethnic composition of the student population has changed over the past decade. The percentage of white students has declined while the percentage of other ethnic groups has grown.

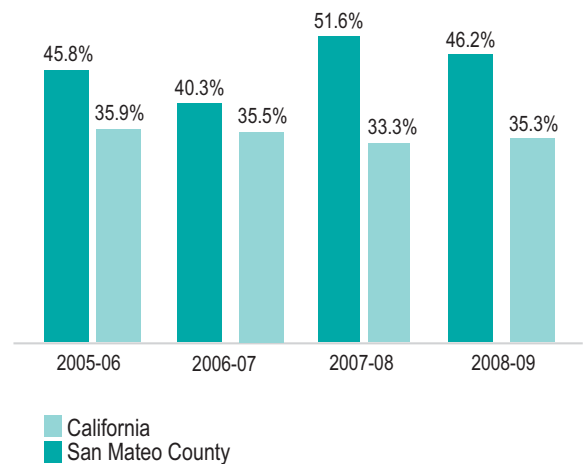
ETHNIC, LANGUAGE AND SOCIOECONOMIC DIVERSITY IN SAN MATEO COUNTY 2008-09³⁰
PUBLIC SCHOOL STUDENT ETHNICITY



AVERAGE SAT SCORES 2008-2009³¹



PERCENTAGE OF HIGH SCHOOL GRADUATES WITH UC/CSU REQUIRED COURSES³²



Sources

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5. California Board of Equalization
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23. BART 2009-10 Fiscal Year Weekday Average Exits
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25. SamTrans
26. California Department of Justice, 2009 California Criminal Justice Profile
27. San Mateo County Office of Education
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30. San Mateo County Office of Education
31. San Mateo County Office of Education
32. San Mateo County Office of Education

Photo credits:

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San Mateo County STARS Awards

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 that received recognition:

Program Performance Award

<i>Description</i>	<i>Award Amount</i>
A system to improve chronic disease management by facilitating communication between providers and patients, reducing potential for medical errors, and providing real-time tracking of patient records. The program was implemented without any loss of data, reduced the cost of medical transcription, and has improved the overall quality of care.	\$35,000
Moving to Work, Department of Housing	\$5,000
Green Jobs Academy, Human Services Agency	\$5,000
Workers' Compensation Program, Human Resources	\$5,000
Medical Psychiatry Clinic, Health System	\$5,000

Customer Service Award

<i>Description</i>	<i>Award Amount</i>
Provides diverse services to improve the quality of all Behavioral Health & Recovery Services programs, educate and train staff, offer technical support, and resolve client complaints and grievances. The Program also develops new and creative ways to make staff communication and training more easily accessible, efficient, and effective.	\$5,000
Palliative Care Consultative Services, Health System	\$2,500
Latent Print Processing Technician Program, Sheriff's Office	\$2,500

Green Award

<i>Description</i>	<i>Award Amount</i>
Parks staff has reused more than 500 pounds of old signs and other materials to make new signs for County Parks. Staff regularly salvage a variety of materials, including wood and wood products, magnets, plastics to make new products. The cost to produce items is about half the cost of contracting with a private firm. The Sign Shop also creates products for other county departments, cities in the County, and non-profits.	\$2,500
In 2007, Cordilleras clients and staff "Green Team" planted a fruit, vegetable, herb and flower garden. During the harvest season, the garden often generates enough produce for one meal a week at the facility. The garden has also encouraged healthy eating habits and raised environmental awareness among residents in addition to helping residents develop social skills, improve their self-esteem and assist with overall recovery.	\$2,500

Employee Suggestion Award

<i>Employee(s) / Department</i>	<i>Suggestion</i>	<i>Type of Award</i>	<i>Award Amount</i>
Heather Oda Public Works	Receive, review, approve invoices for payment electronically	Indirect (Feasibility Study)	\$100
Marina Yu Housing	Conduct Green audits to generate energy savings	Indirect	\$100
Dr. Anand Chabra Health System	Change Email font (to Century Gothic) to reduce paper costs	Indirect	\$100
Karen Rodgers Coroner's Office	Public Records - Increase cost of copies	Indirect	\$100
Linda Gunn Health System	Conduct all voting by absentee ballots to reduce costs at polling sites	Indirect	\$100



COUNTY SUMMARIES

COUNTY OF SAN MATEO FY 2011-12 **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.



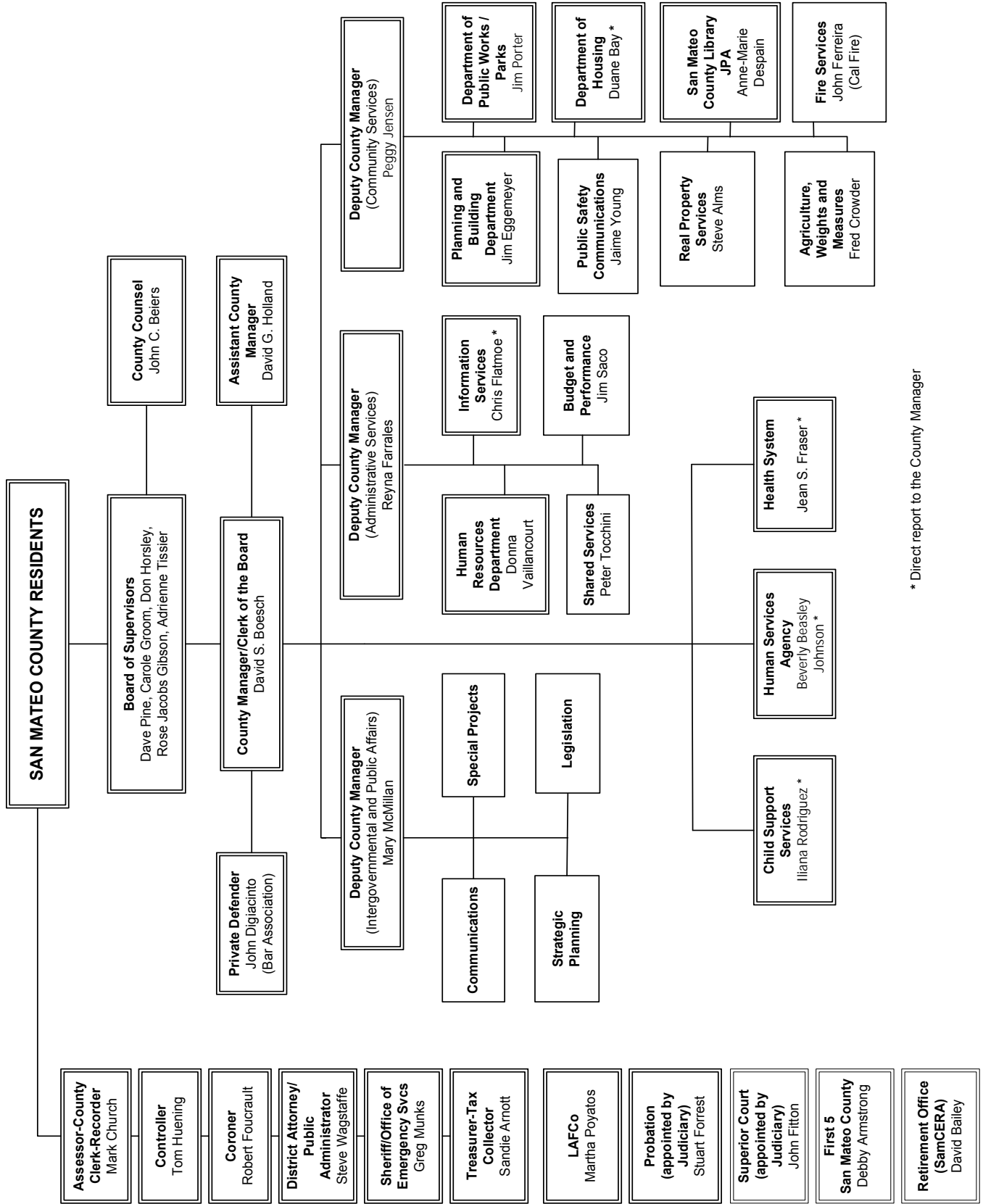
Environmentally Conscious Community

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



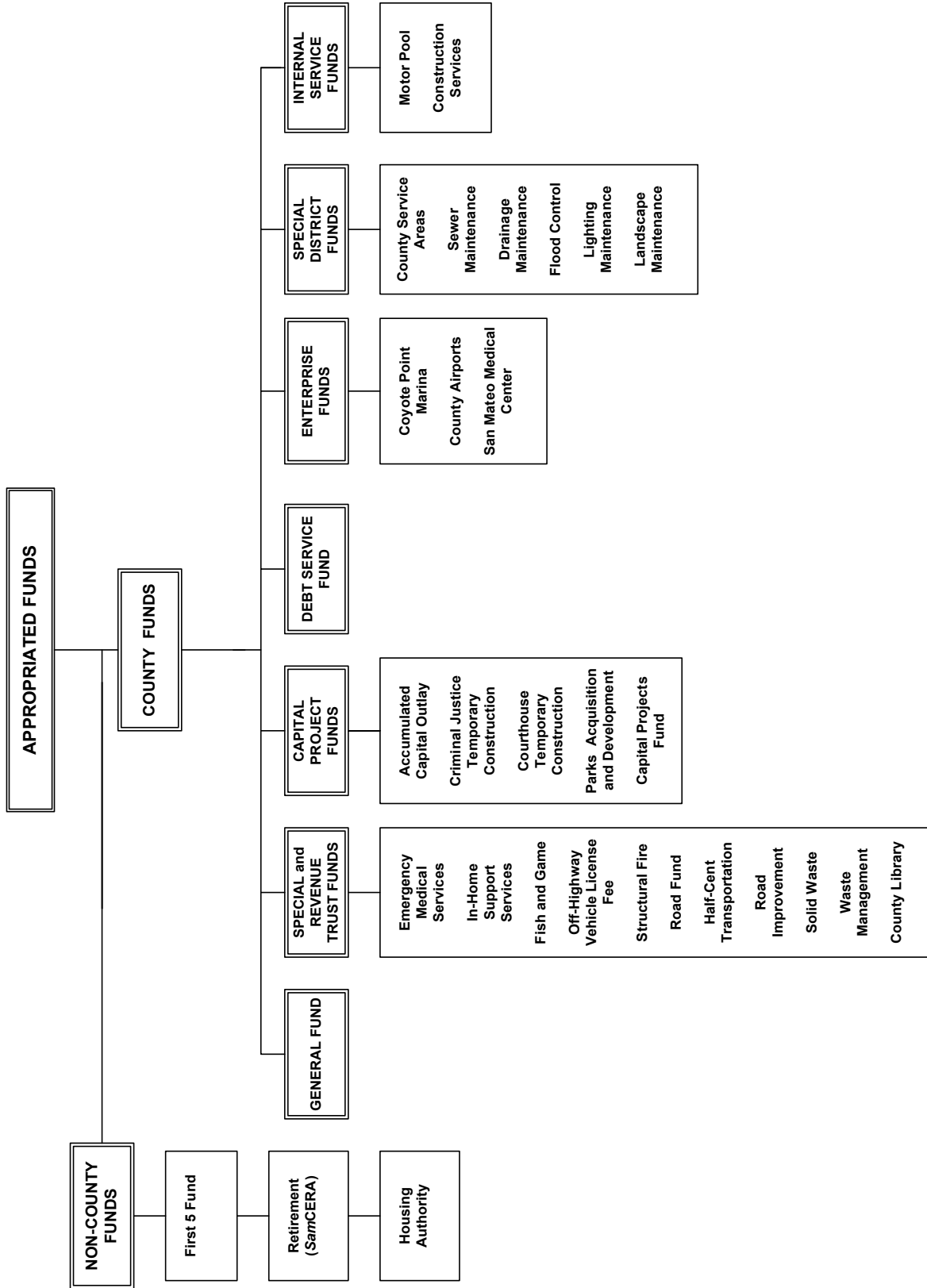
Collaborative Community

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.

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 *Construction Services 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.

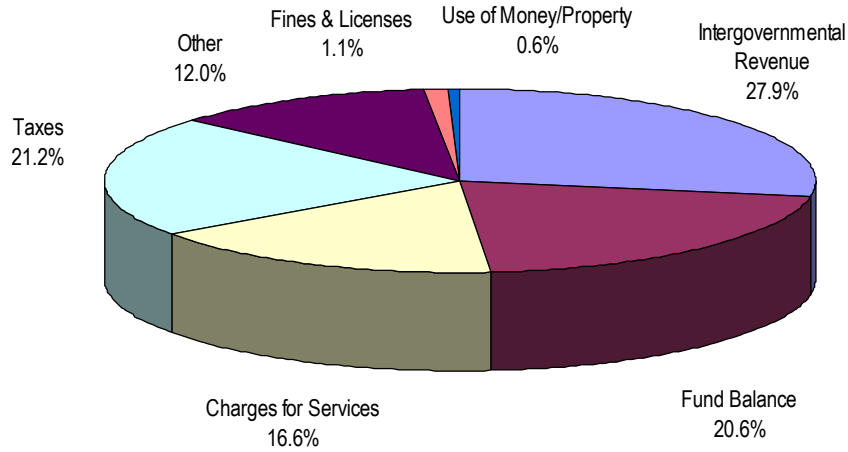
Non-County Funds

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.

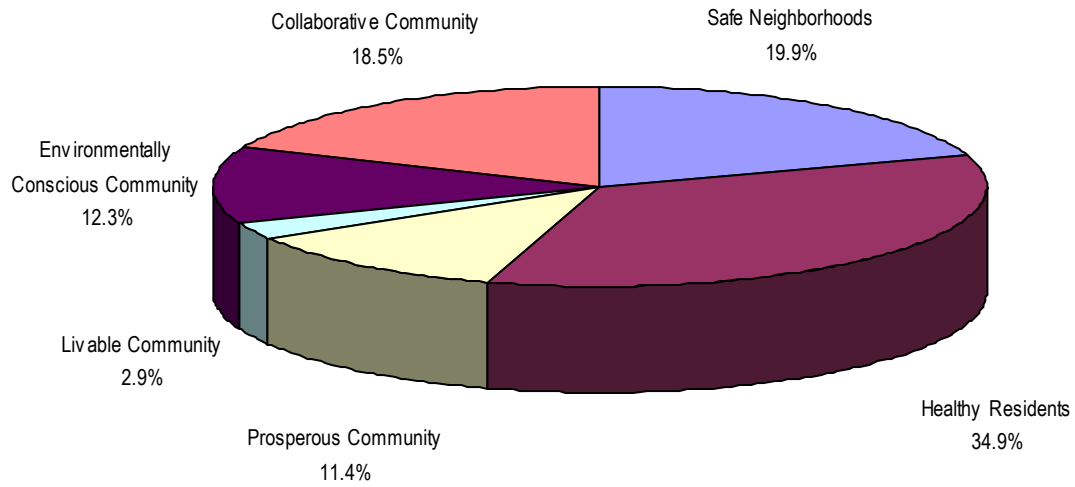
The *Housing Authority Trust Fund* is not maintained by the County, but financial information from the Fund has been entered into the County's budget system so that the Department of Housing's budget display provides an indication of the Department's total costs of providing housing services. The Housing 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 2011-12 Recommended Sources



Sources of Funds	Recommended FY 2011-12	Percent of Total
Taxes	359,402,557	21.21%
Licenses, Permits and Franchises	8,124,275	0.48%
Fines, Forfeitures and Penalties	10,524,883	0.62%
Use of Money and Property	10,219,447	0.60%
Intergovernmental Revenues	472,601,394	27.89%
Charges for Services	281,228,400	16.60%
Interfund Revenue	100,661,972	5.94%
Miscellaneous Revenue	39,092,595	2.31%
Other Financing Sources	63,686,328	3.76%
Fund Balance	349,040,598	20.60%
TOTAL SOURCES	1,694,582,449	100.00%

All County Funds FY 2011-12 Recommended Requirements



Use of Funds	Recommended FY 2011-12	Percent of Total
Safe Neighborhoods	337,347,910	19.91%
Healthy Residents	592,171,036	34.94%
Prosperous Community	193,902,946	11.44%
Livable Community	48,994,111	2.89%
Environmentally Conscious Community	208,047,686	12.28%
Collaborative Community	314,118,760	18.54%
TOTAL REQUIREMENTS	1,694,582,449	100.00%

County of San Mateo Total Requirements - All Funds

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
TOTAL REQUIREMENTS					
Safe Neighborhoods	295,811,247	299,434,879	341,004,432	327,462,949	(13,541,483)
Healthy Residents	329,410,060	312,946,649	321,367,941	307,900,229	(13,467,712)
Prosperous Community	184,901,725	183,505,642	225,247,238	193,902,946	(31,344,292)
Livable Community	21,738,761	15,466,029	17,921,051	17,072,225	(848,826)
Environmentally Conscious Community	34,414,932	37,678,549	42,198,246	41,782,340	(415,906)
Collaborative Community	299,098,778	268,984,167	319,598,065	267,006,283	(52,591,782)
Subtotal General Fund	1,165,375,502	1,118,015,914	1,267,336,973	1,155,126,972	(112,210,001)
Medical Center Enterprise Fund	260,916,173	244,220,929	259,873,157	261,466,677	1,593,520
Coyote Point Marina Operating Fund	1,914,298	1,807,915	2,284,975	3,069,425	784,450
County Airports Fund	5,551,212	8,077,917	5,165,022	5,485,761	320,739
Special Revenue and Trust Funds	112,548,306	118,501,052	125,559,839	114,794,324	(10,765,515)
Capital Projects Funds	22,258,074	26,175,594	41,240,740	34,357,671	(6,883,069)
Debt Service Fund	53,689,374	46,405,710	46,092,613	47,112,477	1,019,864
Special Districts Funds	54,407,701	58,760,690	61,517,181	58,832,211	(2,684,970)
Internal Service Funds	16,128,586	14,043,304	14,506,124	14,336,931	(169,193)
Total Non-General Fund	527,413,725	517,993,111	556,239,651	539,455,477	(16,784,174)
Total Requirements - All Funds	1,692,789,227	1,636,009,025	1,823,576,624	1,694,582,449	(128,994,175)
Total Sources - All Funds	1,756,296,682	1,747,397,694	1,823,576,624	1,694,582,449	(128,994,175)
AUTHORIZED POSITIONS					
Salary Resolution	5,844.0	5,530.0	5,479.0	5,271.0	(208.0)
Funded FTE	5,623.3	5,369.4	5,259.6	5,076.0	(183.6)

County of San Mateo
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	403,950,452	416,427,993	362,277,471	359,402,557	(2,874,914)
Licenses, Permits and Franchises	10,132,054	9,543,507	5,478,754	8,124,275	2,645,521
Fines, Forfeitures and Penalties	10,558,366	12,206,835	10,510,013	10,524,883	14,870
Use of Money and Property	2,469,106	8,978,964	9,844,582	10,219,447	374,865
Intergovernmental Revenues	431,487,142	426,255,588	504,631,973	472,601,394	(32,030,579)
Charges for Services	247,300,917	256,113,832	277,149,131	281,228,400	4,079,269
Interfund Revenue	107,579,825	94,664,269	98,048,525	100,661,972	2,613,447
Miscellaneous Revenue	41,029,870	41,156,321	37,246,866	39,092,595	1,845,729
Other Financing Sources	105,524,392	69,632,973	81,296,417	63,686,328	(17,610,089)
Total Revenue	1,360,032,126	1,334,980,282	1,386,483,732	1,345,541,851	(40,941,981)
Fund Balance	396,264,556	412,417,411	437,092,892	349,040,598	(88,052,294)
TOTAL SOURCES	1,756,296,682	1,747,397,694	1,823,576,624	1,694,582,449	(128,994,175)
REQUIREMENTS					
Salaries and Benefits	671,715,709	678,850,399	753,180,359	733,690,490	(19,489,869)
Services and Supplies	412,732,624	431,590,072	498,287,010	467,493,868	(30,793,142)
Other Charges	301,942,214	280,624,537	302,242,502	301,179,336	(1,063,166)
Fixed Assets	16,271,164	19,076,842	60,182,022	45,407,788	(14,774,234)
Other Financing Uses	108,699,701	68,498,441	81,920,289	62,929,555	(18,990,734)
Gross Appropriations	1,511,361,411	1,478,640,291	1,695,812,182	1,610,701,037	(85,111,145)
Intrafund Transfers	(167,484,337)	(166,704,389)	(185,296,446)	(175,118,551)	10,177,895
Net Appropriations	1,343,877,074	1,311,935,902	1,510,515,736	1,435,582,486	(74,933,250)
Contingencies/Dept Reserves	348,912,153	324,073,123	313,060,888	258,999,963	(54,060,925)
TOTAL REQUIREMENTS	1,692,789,227	1,636,009,025	1,823,576,624	1,694,582,449	(128,994,175)
AUTHORIZED POSITIONS					
Salary Resolution	5,844.0	5,530.0	5,479.0	5,271.0	(208.0)
Funded FTE	5,623.3	5,369.4	5,259.6	5,076.0	(183.6)

County of San Mateo General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	371,642,175	382,854,036	331,609,191	329,717,886	(1,891,305)
Licenses, Permits and Franchises	5,320,042	5,201,051	5,245,583	5,559,151	313,568
Fines, Forfeitures and Penalties	8,556,460	9,792,870	8,333,072	8,562,142	229,070
Use of Money and Property	3,252,115	5,258,248	6,766,958	6,893,990	127,032
Intergovernmental Revenues	346,184,638	349,057,258	407,533,544	377,378,637	(30,154,907)
Charges for Services	106,220,895	98,636,489	103,945,659	98,156,803	(5,788,856)
Interfund Revenue	70,969,674	59,118,903	66,651,625	69,470,010	2,818,385
Miscellaneous Revenue	27,017,685	28,191,124	28,027,716	30,031,281	2,003,565
Other Financing Sources	2,395,796	818,142	785,980	236,548	(549,432)
Total Revenue	941,559,480	938,928,119	958,899,328	926,006,448	(32,892,880)
Fund Balance	287,310,682	290,449,482	308,437,645	229,120,524	(79,317,121)
TOTAL SOURCES	1,228,870,162	1,229,377,601	1,267,336,973	1,155,126,972	(112,210,001)
REQUIREMENTS					
Salaries and Benefits	503,844,592	508,032,720	570,092,188	551,401,331	(18,690,857)
Services and Supplies	292,525,952	309,863,144	351,729,310	322,964,625	(28,764,685)
Other Charges	210,072,043	207,782,740	226,155,580	220,276,423	(5,879,157)
Fixed Assets	2,213,932	1,696,048	9,389,438	4,211,177	(5,178,261)
Other Financing Uses	90,572,891	49,208,802	59,444,803	45,178,039	(14,266,764)
Gross Appropriations	1,099,229,410	1,076,583,454	1,216,811,319	1,144,031,595	(72,779,724)
Intrafund Transfers	(157,541,815)	(156,027,147)	(171,755,608)	(165,297,998)	6,457,610
Net Appropriations	941,687,595	920,556,306	1,045,055,711	978,733,597	(66,322,114)
Contingencies/Dept Reserves	223,687,907	197,451,608	222,281,262	176,393,375	(45,887,887)
TOTAL REQUIREMENTS	1,165,375,502	1,118,015,914	1,267,336,973	1,155,126,972	(112,210,001)
AUTHORIZED POSITIONS					
Salary Resolution	4,212.0	4,018.0	3,986.0	3,788.0	(198.0)
Funded FTE	4,140.4	3,983.9	3,902.6	3,723.9	(178.8)

Safe Neighborhoods General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	13,307	15,069	13,300	13,300	
Fines, Forfeitures and Penalties	7,840,202	8,098,447	7,595,119	7,805,534	210,415
Use of Money and Property	77,407				
Intergovernmental Revenues	79,702,070	77,823,472	91,077,311	91,024,292	(53,019)
Charges for Services	18,247,781	18,384,804	18,237,387	19,524,068	1,286,681
Interfund Revenue	18,891,325	17,931,726	19,124,570	19,618,174	493,604
Miscellaneous Revenue	1,982,791	2,255,100	1,777,164	1,784,302	7,138
Other Financing Sources	1,093,928	461,870	500,000		(500,000)
Total Revenue	127,848,811	124,970,488	138,324,851	139,769,670	1,444,819
Fund Balance	12,139,857	13,849,490	14,231,218	14,322,382	91,164
TOTAL SOURCES	139,988,668	138,819,978	152,556,069	154,092,052	1,535,983
REQUIREMENTS					
Salaries and Benefits	193,860,682	193,685,489	220,134,593	213,168,707	(6,965,886)
Services and Supplies	59,245,585	62,609,709	71,111,420	66,714,524	(4,396,896)
Other Charges	56,715,186	55,017,832	58,080,616	56,207,679	(1,872,937)
Fixed Assets	1,075,262	938,008	5,329,750	2,304,500	(3,025,250)
Other Financing Uses	905,874	924,698	907,765	904,300	(3,465)
Gross Appropriations	311,802,590	313,175,736	355,564,144	339,299,710	(16,264,434)
Intrafund Transfers	(21,510,615)	(20,338,952)	(22,670,318)	(19,838,072)	2,832,246
Net Appropriations	290,291,975	292,836,784	332,893,826	319,461,638	(13,432,188)
Contingencies/Dept Reserves	5,519,272	6,598,095	8,110,606	8,001,311	(109,295)
TOTAL REQUIREMENTS	295,811,247	299,434,879	341,004,432	327,462,949	(13,541,483)
NET COUNTY COST	155,822,578	160,614,901	188,448,363	173,370,897	(15,077,466)
AUTHORIZED POSITIONS					
Salary Resolution	1,310.0	1,262.0	1,264.0	1,206.0	(58.0)
Funded FTE	1,298.5	1,255.5	1,238.0	1,192.9	(45.1)

Healthy Residents General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	1,482,008	1,239,204	1,509,170	1,488,519	(20,651)
Fines, Forfeitures and Penalties	670,970	642,972	715,953	734,608	18,655
Use of Money and Property	32,355	94,028	134,016	211,826	77,810
Intergovernmental Revenues	116,452,361	118,921,218	116,293,116	117,962,985	1,669,869
Charges for Services	54,601,835	55,573,645	62,562,866	53,825,141	(8,737,725)
Interfund Revenue	1,229,925	1,394,793	1,377,636	3,477,727	2,100,091
Miscellaneous Revenue	17,274,632	19,169,184	20,250,176	22,667,548	2,417,372
Other Financing Sources	42,474	76,795			
Total Revenue	191,786,562	197,111,838	202,842,933	200,368,354	(2,474,579)
Fund Balance	17,167,543	17,258,327	17,704,697	16,346,330	(1,358,367)
TOTAL SOURCES	208,954,105	214,370,165	220,547,630	216,714,684	(3,832,946)
REQUIREMENTS					
Salaries and Benefits	112,378,794	117,533,419	130,704,712	128,721,515	(1,983,197)
Services and Supplies	116,964,154	131,725,720	131,149,942	137,163,789	6,013,847
Other Charges	49,187,438	46,890,568	49,384,624	46,673,790	(2,710,834)
Fixed Assets	10,978	26,190	718,642		(718,642)
Other Financing Uses	62,993,021	25,197,635	23,041,037	9,752,407	(13,288,630)
Gross Appropriations	341,534,386	321,373,532	334,998,957	322,311,501	(12,687,456)
Intrafund Transfers	(24,930,107)	(23,059,333)	(26,468,699)	(24,791,887)	1,676,812
Net Appropriations	316,604,279	298,314,199	308,530,258	297,519,614	(11,010,644)
Contingencies/Dept Reserves	12,805,781	14,632,450	12,837,683	10,380,615	(2,457,068)
TOTAL REQUIREMENTS	329,410,060	312,946,649	321,367,941	307,900,229	(13,467,712)
NET COUNTY COST	120,455,956	98,576,484	100,820,311	91,185,545	(9,634,766)
AUTHORIZED POSITIONS					
Salary Resolution	1,056.0	1,024.0	1,022.0	986.0	(36.0)
Funded FTE	1,011.5	997.7	982.3	951.4	(30.8)

Prosperous Community General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	140,388,317	141,739,637	185,822,433	154,954,806	(30,867,627)
Charges for Services	981,311	903,392	637,587	880,000	242,413
Interfund Revenue	39,568	50,973	25,000	36,000	11,000
Miscellaneous Revenue	2,469,600	2,941,358	2,624,643	3,441,587	816,944
Total Revenue	143,878,796	145,635,360	189,109,663	159,312,393	(29,797,270)
Fund Balance	12,083,584	8,840,401	6,943,083	5,488,679	(1,454,404)
TOTAL SOURCES	155,962,380	154,475,761	196,052,746	164,801,072	(31,251,674)
REQUIREMENTS					
Salaries and Benefits	90,606,868	89,303,604	100,649,810	91,197,901	(9,451,909)
Services and Supplies	44,911,687	43,542,407	67,750,227	43,364,191	(24,386,036)
Other Charges	64,799,857	67,952,075	77,868,760	77,575,268	(293,492)
Fixed Assets	192,696	109,803	100,000	100,000	
Other Financing Uses	381,484	244,843	301,337	293,032	(8,305)
Gross Appropriations	200,892,592	201,152,732	246,670,134	212,530,392	(34,139,742)
Intrafund Transfers	(26,185,796)	(24,307,897)	(27,048,100)	(24,116,125)	2,931,975
Net Appropriations	174,706,796	176,844,835	219,622,034	188,414,267	(31,207,767)
Contingencies/Dept Reserves	10,194,929	6,660,807	5,625,204	5,488,679	(136,525)
TOTAL REQUIREMENTS	184,901,725	183,505,642	225,247,238	193,902,946	(31,344,292)
NET COUNTY COST	28,939,345	29,029,880	29,194,492	29,101,874	(92,618)
AUTHORIZED POSITIONS					
Salary Resolution	953.0	870.0	860.0	779.0	(81.0)
Funded FTE	947.5	873.2	849.8	770.4	(79.4)

Livable Community General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	2,408,163	2,510,704	2,339,000	2,606,219	267,219
Fines, Forfeitures and Penalties	19,373	46,260	15,000	15,000	
Intergovernmental Revenues	5,701,485	4,569,992	6,672,177	6,378,478	(293,699)
Charges for Services	1,455,700	1,218,743	1,262,100	1,461,077	198,977
Interfund Revenue	57,502	125,551	95,000	1,917,637	1,822,637
Miscellaneous Revenue	2,729,480	2,086,539	2,219,127	969,625	(1,249,502)
Total Revenue	12,371,703	10,557,791	12,602,404	13,348,036	745,632
Fund Balance	7,596,136	4,830,390	3,568,725	2,300,747	(1,267,978)
TOTAL SOURCES	19,967,839	15,388,181	16,171,129	15,648,783	(522,346)
REQUIREMENTS					
Salaries and Benefits	8,340,188	8,380,189	8,789,820	8,734,131	(55,689)
Services and Supplies	4,018,128	6,582,421	6,028,518	6,138,674	110,156
Other Charges	7,714,149	4,036,357	6,674,841	6,863,448	188,607
Gross Appropriations	20,072,465	18,998,967	21,493,179	21,736,253	243,074
Intrafund Transfers	(2,635,726)	(5,604,913)	(4,684,632)	(4,887,273)	(202,641)
Net Appropriations	17,436,739	13,394,054	16,808,547	16,848,980	40,433
Contingencies/Dept Reserves	4,302,022	2,071,975	1,112,504	223,245	(889,259)
TOTAL REQUIREMENTS	21,738,761	15,387,438	17,921,051	17,072,225	(848,826)
NET COUNTY COST	1,770,922	77,848	1,749,922	1,423,442	(326,480)
AUTHORIZED POSITIONS					
Salary Resolution	75.0	67.0	67.0	64.0	(3.0)
Funded FTE	74.5	66.8	66.3	63.1	(3.2)

Environmentally Conscious Community General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	963,797	1,033,136	984,400	1,051,400	67,000
Fines, Forfeitures and Penalties	25,914	24,609	7,000	7,000	
Use of Money and Property	917,859	929,565	1,013,147	1,013,147	
Intergovernmental Revenues	2,287,229	3,471,554	4,366,677	3,936,642	(430,035)
Charges for Services	2,032,180	2,484,673	2,133,189	3,137,193	1,004,004
Interfund Revenue	19,212,367	18,338,132	23,226,830	23,037,949	(188,881)
Miscellaneous Revenue	611,045	505,012	343,356	391,856	48,500
Other Financing Sources	281,759	278,265	283,780	234,348	(49,432)
Total Revenue	26,332,150	27,064,947	32,358,379	32,809,535	451,156
Fund Balance	1,143,369	2,663,870	1,716,292	1,723,875	7,583
TOTAL SOURCES	27,475,519	29,728,817	34,074,671	34,533,410	458,739
REQUIREMENTS					
Salaries and Benefits	27,757,698	27,772,383	31,523,198	32,047,061	523,863
Services and Supplies	15,239,887	13,816,616	15,850,028	15,670,432	(179,596)
Other Charges	20,920,559	21,893,206	22,369,696	21,962,289	(407,407)
Fixed Assets	91,885	24,220	33,250	70,000	36,750
Other Financing Uses	12,021,379	12,715,818	13,108,028	12,567,263	(540,765)
Gross Appropriations	76,031,409	76,222,242	82,884,200	82,317,045	(567,155)
Intrafund Transfers	(42,751,404)	(40,204,814)	(41,899,114)	(41,750,592)	148,522
Net Appropriations	33,280,005	36,017,428	40,985,086	40,566,453	(418,633)
Contingencies/Dept Reserves	1,134,927	1,661,121	1,213,160	1,215,887	2,727
TOTAL REQUIREMENTS	34,414,932	37,678,549	42,198,246	41,782,340	(415,906)
NET COUNTY COST	6,939,413	7,949,732	8,123,575	7,248,930	(874,645)
AUTHORIZED POSITIONS					
Salary Resolution	273.0	262.0	251.0	250.0	(1.0)
Funded FTE	270.3	259.7	248.6	248.7	0.1

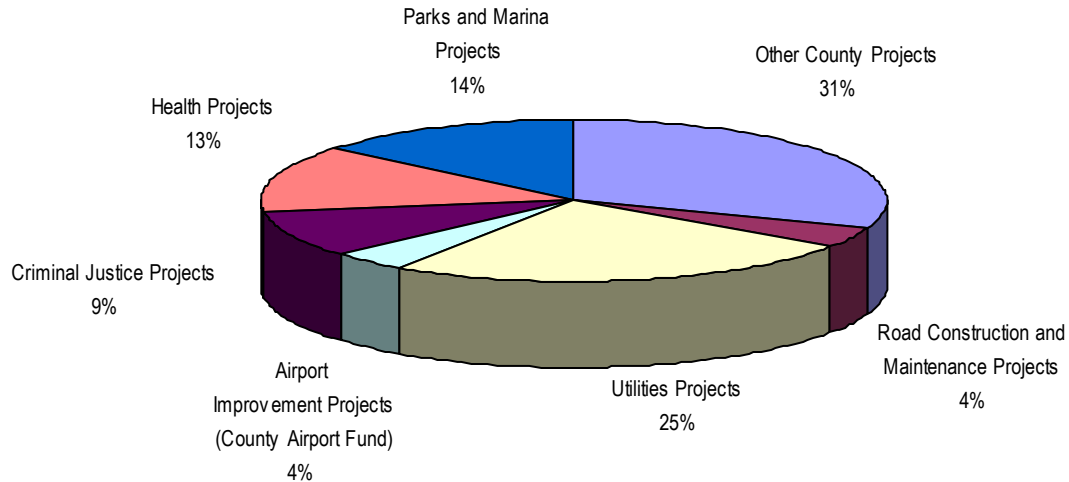
Collaborative Community General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	371,642,175	382,854,036	331,609,191	329,717,886	(1,891,305)
Licenses, Permits and Franchises	452,767	402,938	399,713	399,713	
Fines, Forfeitures and Penalties		980,581			
Use of Money and Property	2,224,494	4,234,651	5,619,795	5,669,017	49,222
Intergovernmental Revenues	1,653,175	2,531,388	3,301,830	3,121,434	(180,396)
Charges for Services	28,902,088	20,071,232	19,112,530	19,329,324	216,794
Interfund Revenue	31,538,987	21,277,728	22,802,589	21,382,523	(1,420,066)
Miscellaneous Revenue	1,950,137	1,233,930	813,250	776,363	(36,887)
Other Financing Sources	977,636	1,211	2,200	2,200	
Total Revenue	439,341,459	433,587,695	383,661,098	380,398,460	(3,262,638)
Fund Balance	237,180,193	243,007,004	264,273,630	188,938,511	(75,335,119)
TOTAL SOURCES	676,521,652	676,594,699	647,934,728	569,336,971	(78,597,757)
REQUIREMENTS					
Salaries and Benefits	70,900,361	71,357,636	78,290,055	77,532,016	(758,039)
Services and Supplies	52,146,512	51,586,270	59,839,175	53,913,015	(5,926,160)
Other Charges	10,734,854	11,992,702	11,777,043	10,993,949	(783,094)
Fixed Assets	843,110	597,828	3,207,796	1,736,677	(1,471,119)
Other Financing Uses	14,271,132	10,125,809	22,086,636	21,661,037	(425,599)
Gross Appropriations	148,895,969	145,660,245	175,200,705	165,836,694	(9,364,011)
Intrafund Transfers	(39,528,167)	(42,511,237)	(48,984,745)	(49,914,049)	(929,304)
Net Appropriations	109,367,802	103,149,007	126,215,960	115,922,645	(10,293,315)
Contingencies/Dept Reserves	189,730,976	165,835,160	193,382,105	151,083,638	(42,298,467)
TOTAL REQUIREMENTS	299,098,778	268,984,167	319,598,065	267,006,283	(52,591,782)
NET COUNTY COST	(377,422,874)	(407,610,532)	(328,336,663)	(302,330,688)	26,005,975
AUTHORIZED POSITIONS					
Salary Resolution	545.0	533.0	522.0	503.0	(19.0)
Funded FTE	538.2	531.1	517.6	497.4	(20.3)

Capital Projects Summary All Funds

Capital Projects Budget by Function FY 2011-12



Capital Improvement Projects Budget	FY 2011-12
Road Construction and Maintenance Projects	
Major Construction Projects (Road Fund)	1,400,000
Major Construction and Resurfacing Projects (Roadway Improvement Fund)	0
Utilities Projects	
Sewer Maintenance / Sanitation Projects	4,764,000
Flood Control Projects	4,000,000
Lighting	0
Airport Improvement Projects	1,338,602
Capital Projects Fund	
Criminal Justice Projects	3,291,598
Health Projects	4,683,804
Parks and Marina Projects	4,899,612
Other County Projects	10,764,777
TOTAL CAPITAL IMPROVEMENT PROJECTS - ALL FUNDS	43,906,393

Capital Projects Summary

Capital Improvement Program Fiscal Year 2011-12

The proposed Capital Improvement Program (CIP) for Fiscal Year 2011-12 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 consolidated capital program.

The County also utilizes a five-year CIP, 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. All projects submitted for inclusion in the FY 2011-12 CIP were reviewed by an evaluation team. At the time of the adopted budget, the County will publish a five year CIP, 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 2011-12. Capital Projects may be financed from a variety of funding sources and are budgeted in the Fixed Assets expenditure category.

Capital Projects Budget Unit Overview

The Capital Projects Budget Unit (8500D), which can be found in the Environmentally Conscious section of this budget, contains 184 projects, including 24 new projects, representing a total cost of \$23,639,791. Total new spending from the General Fund, including a facility surcharge added to County rents, is \$2,873,553.

Significant Projects Completed in Fiscal Year 2010-11

Hillcrest Deconstruction

The San Mateo County Hillcrest Juvenile Facility (Hillcrest), consisting of the Juvenile Hall, Juvenile Courts, and Probation Department offices, was a complex of buildings constructed between 1947 and 1978. Hillcrest was vacated by the Probation Department in 2006, when the new Youth Services Center (YSC) was opened. Hillcrest was designated for deconstruction, the careful dismantling of the buildings, to ensure that usable building materials were salvaged for reuse. The Department of Public Works completed the hazardous waste abatement, deconstruction, and demolition of Hillcrest in May 2011. Salvaged materials were diverted to local non-profits, and surplus materials were donated to poverty reduction efforts in Jamaica. The project was financed through dedicated lease revenue bonds for the Youth Services Campus master project.

County Parking Garage Solar Panel Installation

In October, 2010, the Public Works Department completed the Solar Genesis project, which included the installation of 1,540 solar panels on the top floor of the County employee parking garage. The brand new solar power system will cut an estimated 130 tons of carbon dioxide emissions annually and provide shade on the top floor of the parking garage. The \$3.2 million project was paid for with local funds and a federal appropriation secured by Senator Barbara Boxer. The solar panels are estimated to generate enough electricity to provide a third of the annual energy needs of the five-story office building at 555 County Center. An interactive display was installed in the lobby of the building to showcase live data about how much energy the new solar panels are generating at any given time during the day.

Northern and Central Courts Seismic Retrofit Project

State law (SB 1732) provided for the transfer of trial court facilities to the State by December 31, 2009. In order for the transfer to occur, the Northern and Central branch courts had to meet various standards established by the State, including improvements to enhance the survivability of building occupants during a major seismic event. This completed project retrofitted the Northern and Central Branch Court buildings so that they could meet seismic standards, thereby providing greater safety for all individuals using these facilities. The entire cost associated with the Central Court building was funded through the Courthouse Construction Fund because it was entirely a court facility. However, because a portion of the Northern Court was occupied by the County, the County General Fund paid for 16.79% of the cost to retrofit the Northern Court building.

Significant Long-term Projects

Circle Star Property Purchase

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. The Property is located 0.8 miles from County Center and approximately one mile from the Redwood City Caltrain Station. 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. The Public Works department budgeted \$400,000 in the FY 2011-12 CIP budget to pay for space planning and minor improvements. Funding for major tenant improvements and department moving costs will be requested from the Board of Supervisors in FY 2011. Preliminarily, the estimated cost of the improvements and the moves would be in the \$8 - \$10 million range.

Jail Replacement Project Property Purchase

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 130 percent to 140 percent over capacity and the Women's Correctional Facility is in need of replacement. The cost of financing and operating the new jail will depend on the eventual size of the facility, which has yet to be determined.

County of San Mateo
ALL FUNDS

FY 2011-12 Revenues by Type

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12	% Change 2011-12
SOURCES						
Property Taxes - General Fund	189,044,841	190,816,424	187,651,359	187,620,410	(30,949)	0.0%
Property Taxes - Non-General Fund	26,994,741	27,756,329	27,075,852	26,327,067	(748,785)	(2.8%)
Property Taxes - Supplemental	8,848,473	5,078,204	6,267,191	3,284,651	(2,982,540)	(47.6%)
Property Transfer Tax	3,841,685	4,829,319	4,750,028	4,829,319	79,291	1.7%
Return of Property Tax (Excess ERAF)	68,896,837	91,299,124	45,963,974	40,782,859	(5,181,115)	(11.3%)
Property Tax In-Lieu of VLF	73,686,231	74,205,545	67,907,928	73,366,730	5,458,802	8.0%
Property Tax In-Lieu of Sales Tax	5,131,953	4,203,180	4,827,072	4,864,313	37,241	0.8%
Sales and Use Taxes	16,236,894	14,618,302	14,189,775	14,824,009	634,234	4.5%
Half-Cent Transportation Taxes	1,704,474	1,671,348	1,681,923	1,681,923	0	0.0%
Transient Occupancy Tax	936,779	873,141	834,959	966,730	131,771	15.8%
Other Taxes	8,627,545	1,077,076	1,127,410	854,546	(272,864)	(24.2%)
Taxes	403,950,453	416,427,992	362,277,471	359,402,557	(2,874,914)	(0.8%)
Building Permits	1,602,204	1,623,465	1,600,000	1,781,606	181,606	11.4%
Development and Zoning Permits	1,646,962	1,640,040	1,609,457	1,666,069	56,612	3.5%
Franchise Fees	5,624,159	5,073,259	933,734	3,245,687	2,311,953	247.6%
Other Licenses and Permits	1,258,730	1,206,743	1,335,563	1,430,913	95,350	7.1%
Licenses, Permits and Franchises	10,132,055	9,543,507	5,478,754	8,124,275	2,645,521	48.3%
Court Fines and Forfeitures	9,947,707	10,598,454	9,945,013	9,974,883	29,870	0.3%
Other Penalties and Forfeitures	610,659	1,608,382	565,000	550,000	(15,000)	(2.7%)
Fines, Forfeitures and Penalties	10,558,366	12,206,836	10,510,013	10,524,883	14,870	0.1%
Interest Earnings	(5,723,610)	4,417,297	3,977,809	4,056,812	79,003	2.0%
Other Investment Income	4,346,830	781,712	2,182,145	2,182,145	0	0.0%
Rents and Concessions	3,845,886	3,779,955	3,684,628	3,980,490	295,862	8.0%
Use of Money and Property	2,469,106	8,978,964	9,844,582	10,219,447	374,865	3.8%
Realignment	66,152,499	61,772,058	64,915,541	67,110,231	2,194,690	3.4%
Public Safety Sales Tax (Prop. 172)	57,556,836	54,918,863	49,399,508	54,876,559	5,477,051	11.1%
Social Services Programs	118,275,883	118,355,191	160,066,534	128,460,878	(31,605,656)	(19.7%)
Housing Programs	5,512,466	4,409,846	6,456,539	5,937,840	(518,699)	(8.0%)
Behavioral Health & Recovery Svcs	37,657,219	44,548,159	41,720,383	43,505,964	1,785,581	4.3%
Public Health Services	10,180,902	10,613,391	10,468,470	9,899,078	(569,392)	(5.4%)

County of San Mateo
ALL FUNDS

FY 2011-12 Revenues by Type

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12	% Change 2011-12
SOURCES						
Family Health Services	10,377,278	10,173,305	10,701,156	10,231,833	(469,323)	(4.4%)
San Mateo Medical Center	42,166,131	34,105,208	58,071,785	60,925,505	2,853,720	4.9%
Other Federal and State Aid	83,607,928	87,359,567	102,832,057	91,653,506	(11,178,551)	(10.9%)
Intergovernmental Revenues	431,487,142	426,255,588	504,631,973	472,601,394	(32,030,579)	(6.3%)
General Government Services	21,476,113	17,537,078	17,281,115	17,453,717	172,602	1.0%
Public Safety Services	18,743,630	18,785,800	18,326,570	19,912,485	1,585,915	8.7%
Planning and Building Services	1,383,393	1,311,581	1,329,500	1,528,477	198,977	15.0%
Parks Services	2,080,835	2,366,699	2,880,684	2,764,386	(116,298)	(4.0%)
Library Services	748,608	692,722	612,000	556,000	(56,000)	(9.2%)
Behavioral Health & Recovery Svcs	37,972,247	37,645,776	39,163,096	31,989,482	(7,173,614)	(18.3%)
Public Health Services	1,829,521	2,218,462	2,546,187	1,771,168	(775,019)	(30.4%)
Family Health Services	2,711,396	3,029,317	4,135,900	3,526,096	(609,804)	(14.7%)
San Mateo Medical Center	125,568,489	141,373,851	152,715,029	167,134,479	14,419,450	9.4%
Other Health Services	11,854,383	12,452,547	13,545,225	13,961,130	415,905	3.1%
Sanitation Services	8,863,125	9,345,115	16,076,686	13,038,322	(3,038,364)	(18.9%)
Other Charges for Services	14,069,175	9,354,946	8,537,139	7,592,658	(944,481)	(11.1%)
Charges for Services	247,300,915	256,113,894	277,149,131	281,228,400	4,079,269	1.5%
Interfund Revenue	107,579,825	94,664,269	98,048,525	100,661,972	2,613,447	2.7%
Interfund Revenue	107,579,825	94,664,269	98,048,525	100,661,972	2,613,447	2.7%
Tobacco Settlement	7,615,739	7,222,933	8,269,517	8,269,517	0	0.0%
Foundation Grants	8,429,274	10,004,078	6,967,430	9,880,894	2,913,464	41.8%
Housing Loan & Project Cost Reimb	2,228,281	1,370,979	1,764,483	822,425	(942,058)	(53.4%)
Other Miscellaneous Revenue	22,756,576	22,558,331	20,245,436	20,119,759	(125,677)	(0.6%)
Miscellaneous Revenue	41,029,870	41,156,321	37,246,866	39,092,595	1,845,729	5.0%
Operating Transfers - Capital Projects	7,381,614	9,829,874	24,615,736	22,383,987	(2,231,749)	-9.1%
Operating Transfers - Debt Service	30,534,805	30,408,580	29,636,404	29,654,562	18,158	0.1%
Other Financing Sources	67,607,973	29,394,519	27,044,277	11,647,779	(15,396,498)	(56.9%)
Other Financing Sources	105,524,392	69,632,973	81,296,417	63,686,328	(17,610,089)	(21.7%)
Total Revenue	1,360,032,124	1,334,980,344	1,386,483,732	1,345,541,851	(40,941,881)	(3.0%)

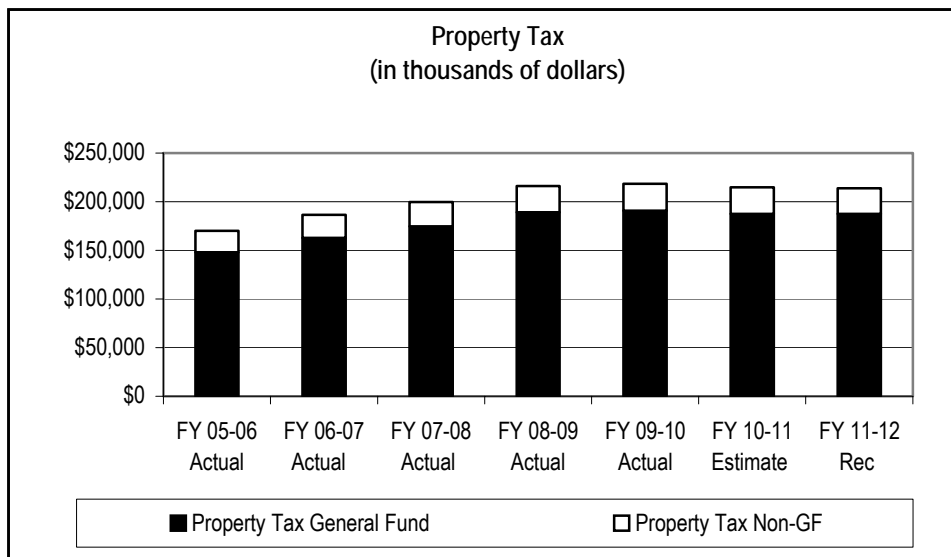
Explanation of Major Revenue Sources:

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.

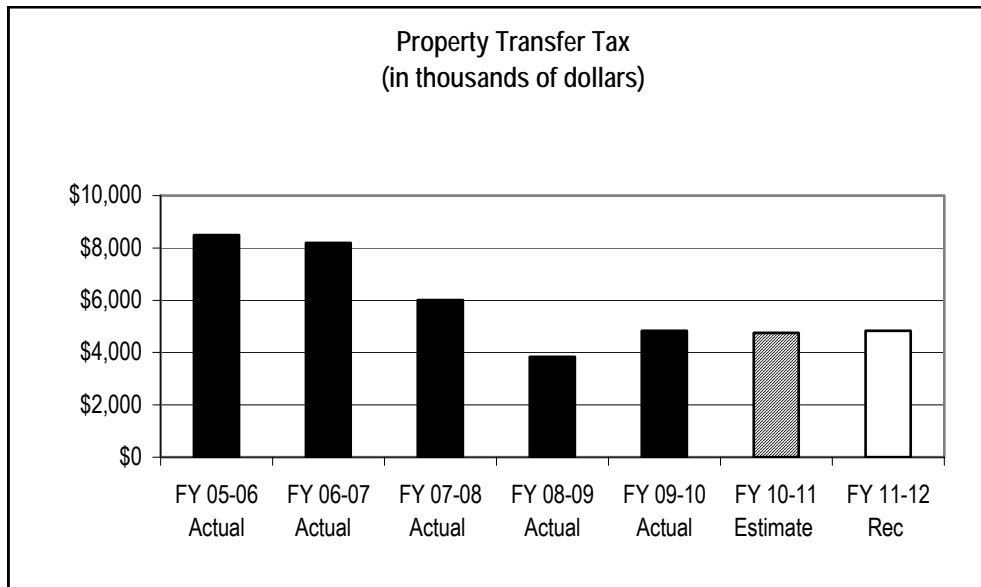
Secured property tax is the County’s largest discretionary General Fund revenue source. Secured property tax revenue, which by 7% or \$12.3 million per annum for all funds over the previous six fiscal years, grew only 1.2% in FY 2009-10. The County is projecting -1.2% growth in FY 2010-11, no growth in FY 2011-12 and then 2%, 2.5% and 3% growth for the following three years. These growth assumptions would result in average annual increases over the five year period of \$2.3 million for the General Fund and \$2.5 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 was \$550,000 as of April 2011, 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. After several years of declines, unsecured property tax revenues increased 11.5% in FY 2008-09 and 4.3% in FY 2009-10. Due to stagnant activity at the Airport this past year coupled with high vacancy rates in commercial properties throughout the county, unsecured property tax revenue fell 14.7% in FY 2010-11, back to FY 2007-08 levels. Unsecured tax revenues are kept flat for FY 2011-12.



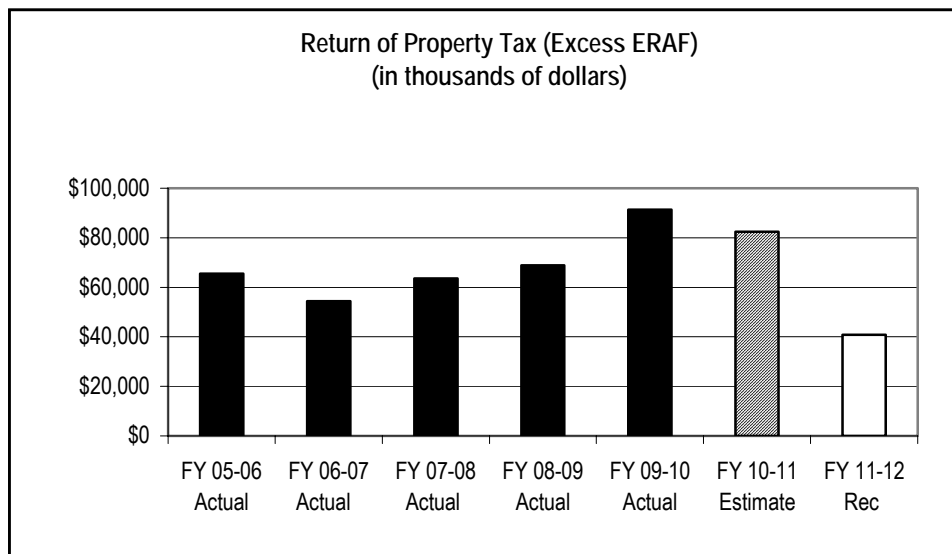
Property Transfer Tax

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 rebounded in FY 2009-10 and FY 2010-11, but remains \$3.4 million below FY 2006-07 levels. Predicting that housing market activity will continue to recover slowly, minimal growth is projected in FY 2011-12.



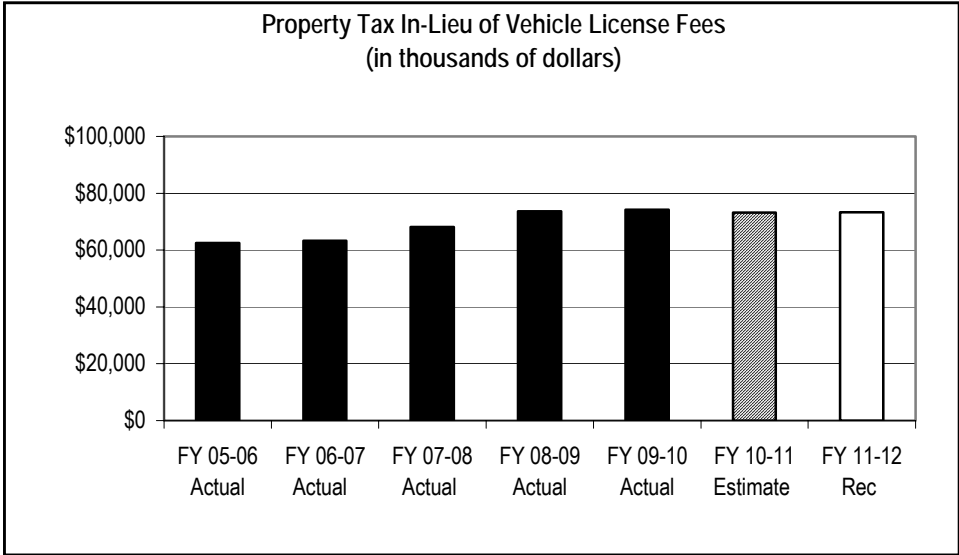
Return of Local Property Tax (Excess ERAF)

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 eight years, the County has received \$501.4 million from this revenue source, including \$82.4 million in FY 2010-11. Ninety-six percent of the County's share is apportioned to the General Fund. The County considers Excess ERAF an unpredictable and potentially unstable source of funding and limits its use to 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, \$40.8 million is budgeted in FY 2011-12.



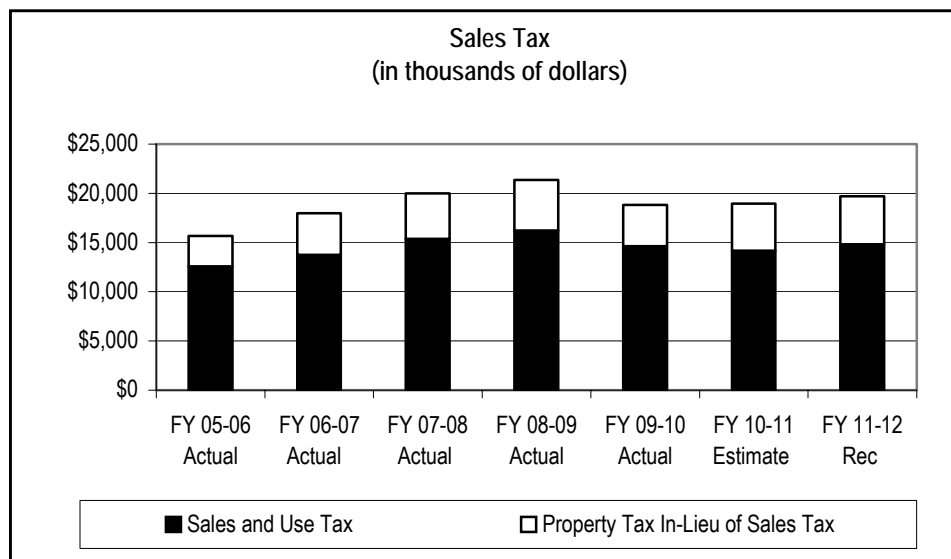
Property Tax In-Lieu of Vehicle License Fees

Property Tax In-Lieu of Vehicle License Fees will decline 1.4% in FY 2010-11 and are projected to be flat in FY 2011-12, as growth in this revenue source tracks closely with secured property taxes.



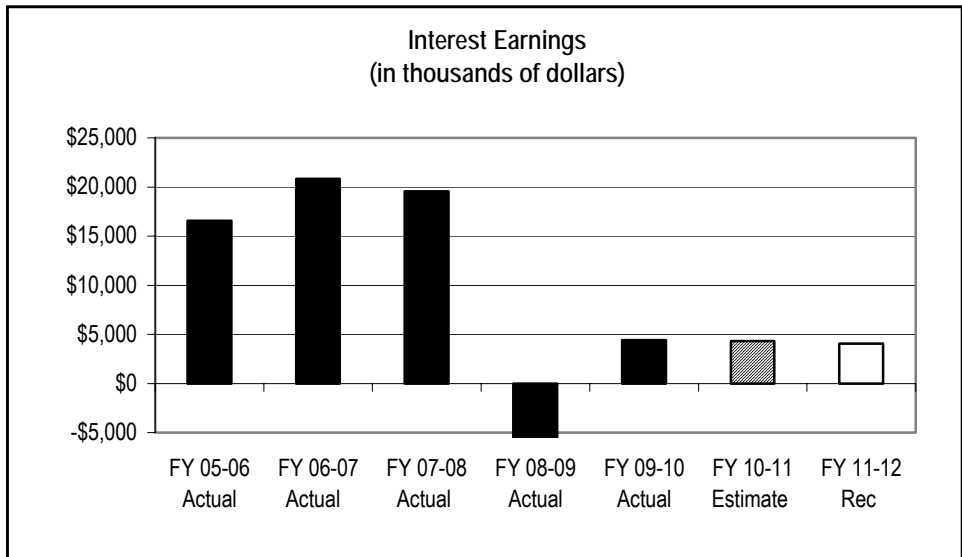
General Purpose Sales Tax (Non-Public Safety) and Property Tax In-Lieu of Sales Tax

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, revenues were down 19.5% in FY 2009-10. Assuming slow economic recovery, point-of-sale revenues are kept flat at current year levels in FY 2010-11 with modest 2% growth anticipated in FY 2011-12. 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 revenues decreased by 18.1% in FY 2009-10. Like point-of-sale revenues, this revenue source is kept flat at current year levels in FY 2010-11 with modest 2% growth anticipated in FY 2011-12.



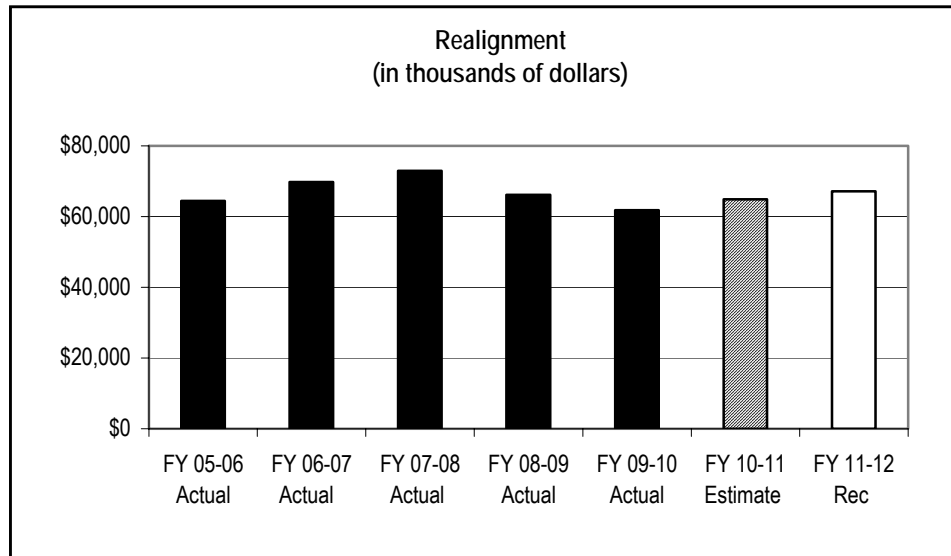
Interest Earnings and Other Investment Income

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 continues to work with legislators in Washington D.C. to recoup the Lehman losses and has recently 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

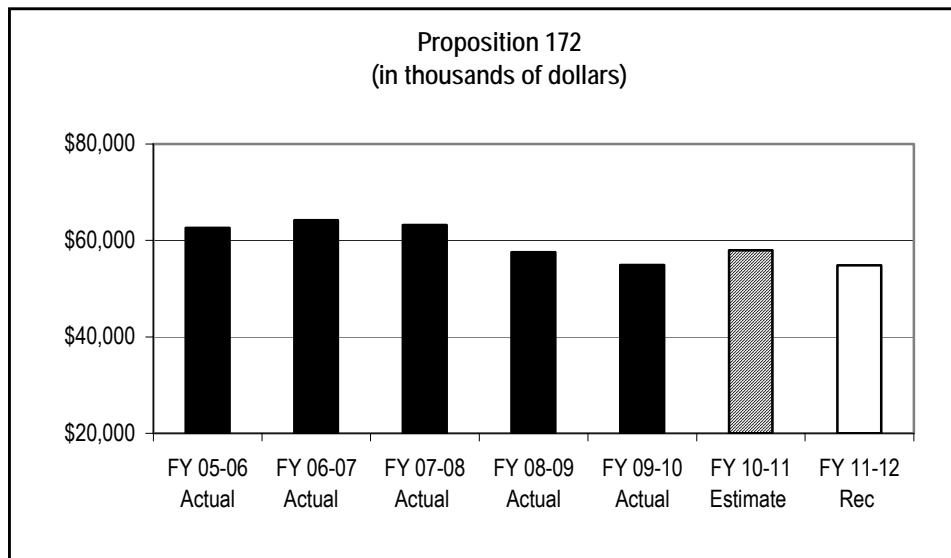
During FY 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health, and various social services programs, accompanied by a source of revenue to 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 and 6.6% in FY 2009-10. With the recent signs of recovery in the California economy, realignment is projected to increase by 5% in FY 2010-11 and 3.5% in FY 2011-12.



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 have declined 23.2% over the past eight years from a high of \$71.5 million in FY 2001-02 to \$54.9 million in FY 2009-10. The County's annual factor increased for the first time in six years in FY 2008-09 due to the return of jet fuel sales tax proceeds in January 2008. With the increases in the factor and the ongoing recovery of the California economy, an increase of 5.5% is projected in FY 2010-11. The County has opted to conservatively budget this revenue at FY 2009-10 levels in FY 2011-12.



County of San Mateo

ALL FUNDS

FY 2011-12 Expenditures by Type

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12	% Change 2011-12
<u>Operating Expenditures</u>						
Regular Salaries	420,785,580	422,874,236	443,533,651	434,919,290	(8,614,361)	(1.9%)
Extra Help	18,288,586	19,799,160	18,305,578	14,280,542	(4,025,036)	(22.0%)
Overtime	18,653,766	14,926,281	13,218,105	12,982,650	(235,455)	(1.8%)
Retirement	107,900,760	108,509,157	154,188,936	148,900,074	(5,288,862)	(3.4%)
Health Benefits	63,618,441	70,196,589	76,096,552	76,675,439	578,887	0.8%
Statutory Compensation	41,335,543	41,276,814	41,615,913	40,882,833	(733,080)	(1.8%)
Other Benefits	1,133,032	1,268,162	6,221,624	5,049,662	(1,171,962)	(18.8%)
Salaries and Benefits	671,715,708	678,850,399	753,180,359	733,690,490	(19,489,869)	(2.6%)
Office Expense	18,640,597	17,869,667	21,829,644	22,836,384	1,006,740	4.6%
Drugs/Medical Supplies	37,973,717	36,471,644	29,731,234	31,329,679	1,598,445	5.4%
Non-Capital Equipment	4,949,988	5,482,070	4,488,778	4,209,211	(279,567)	(6.2%)
Facility/Equipment Maintenance	23,698,846	23,307,011	27,261,348	29,642,422	2,381,074	8.7%
Utilities Expense	16,482,275	15,115,890	17,468,875	17,637,376	168,501	1.0%
Contracts for Services	147,802,031	150,689,706	184,352,433	158,298,194	(26,054,239)	(14.1%)
Interagency Agreements	45,991,941	45,051,206	49,644,155	48,554,942	(1,089,213)	(2.2%)
Public Assistance Programs	73,849,985	73,715,456	82,739,967	83,666,986	927,019	1.1%
State Trial Court Contributions	16,191,556	17,327,788	17,241,972	17,368,824	126,852	0.7%
Medical Center Contributions	81,841,198	66,570,454	64,453,813	59,376,407	(5,077,406)	(7.9%)
Housing Project Contributions	6,479,291	3,102,623	5,788,258	6,040,651	252,393	4.4%
Other Contributions	12,444,304	3,346,334	5,713,922	4,116,154	(1,597,768)	(28.0%)
Internal Services/Overhead	192,920,246	194,036,079	209,802,482	201,528,685	(8,273,797)	(3.9%)
Debt/Capital Financing	36,969,098	37,402,824	53,217,316	49,850,428	(3,366,888)	(6.3%)
Other Financing Uses/Transfers	8,737,583	6,177,982	5,704,500	3,326,720	(2,377,780)	(41.7%)
Other Operating Expense	98,401,883	85,046,315	103,011,104	93,819,696	(9,191,408)	(8.9%)
Operating Sub-Total	1,495,090,247	1,459,563,448	1,635,630,160	1,565,293,249	(70,336,911)	(4.3%)
Intrafund Transfers	(167,484,337)	(166,704,389)	(185,296,446)	(175,118,551)	10,177,895	(5.5%)
Operating Total	1,327,605,910	1,292,859,059	1,450,333,714	1,390,174,698	(60,159,016)	(4.1%)
<u>Non-Operating Expenditures</u>						
Capital Improvements	11,293,912	14,860,732	46,087,153	37,896,631	(8,190,522)	(17.8%)
Capital Purchases	4,977,252	4,216,110	14,094,869	7,511,157	(6,583,712)	(46.7%)
Expenditure Total	1,343,877,074	1,311,935,901	1,510,515,736	1,435,582,486	(74,933,250)	(5.0%)
Reserves/Conting.- General Fund	223,687,907	197,381,017	222,281,262	176,393,375	(45,887,887)	(20.6%)
Reserves/Conting.- Non-General Fund	125,224,246	126,613,515	90,779,626	82,606,588	(8,173,038)	(9.0%)
TOTAL REQUIREMENTS	1,692,789,227	1,635,930,433	1,823,576,624	1,694,582,449	(128,994,175)	(7.1%)

ALL FUNDS

FY 2011-12 Changes in Projected Fund Balance

Agency/Budget Unit	Estimated Fund Balance June 30, 2011	Recommended Revenues	Recommended Expenditures	Estimated Fund Balance June 30, 2012	FY 2011-12 Change	FY 2011-12 Percent Change
General Fund						
General Fund	229,120,524	926,006,448	978,733,597	176,393,375	(52,727,149)	(23.0%)
Special Revenue and Trust Funds						
Emergency Medical Services Fund	2,692,914	1,992,068	2,059,419	2,625,563	(67,351)	(2.5%)
IHSS Public Authority Fund	3,372,667	14,746,481	16,919,148	1,200,000	(2,172,667)	(64.4%)
Fish and Game Propagation Fund	75,878	2,500	15,000	63,378	(12,500)	(16.5%)
Structural Fire Protection Fund		6,445,504	6,445,504			0.0%
Road Fund	24,556,004	15,683,964	30,092,263	10,147,705	(14,408,299)	(58.7%)
Half-Cent Transportation Fund	463,618	1,756,923	2,220,541		(463,618)	(100.0%)
Road Improvement Fund	2,547,483	275,000	63,856	2,758,627	211,144	8.3%
Solid Waste Fund	2,316,054	3,119,780	2,798,684	2,637,150	321,096	13.9%
Waste Management Fund	500,000	2,325,600	2,825,600		(500,000)	(100.0%)
County Library Fund	12,935,467	18,986,419	20,064,464	11,857,422	(1,078,045)	(8.3%)
Enterprise Funds						
Coyote Point Marina Operating Fund	104,456	2,964,969	2,956,719	112,706	8,250	7.9%
County Airports Fund	1,785,469	3,700,292	3,983,871	1,501,890	(283,579)	(15.9%)
Medical Center Enterprise Fund		261,466,677	261,466,677			0.0%
Special District Funds						
County Service Area #1 Fund	1,340,524	2,098,933	2,314,324	1,125,133	(215,391)	(16.1%)
Public Works Special Districts	37,052,156	18,340,598	32,374,493	23,018,261	(14,033,895)	(37.9%)
Debt Service & Capital Proj Funds						
Debt Service Fund	17,457,915	29,654,562	30,594,638	16,517,839	(940,076)	(5.4%)
Accumulated Capital Outlay Fund	5,803	68	5,871	0	(5,803)	(100.0%)
Criminal Justice Temp Constr Fund	1,299,962	1,260,035	1,100,000	1,459,997	160,035	12.3%
Courthouse Temp Constr Fund	744,114	1,280,000	1,330,583	693,531	(50,583)	(6.8%)
Parks Acq and Development Fund	2,707,077	2,333,562	4,600,737	439,902	(2,267,175)	(83.7%)
Capital Projects Fund	2,343,063	22,383,987	23,639,791	1,087,259	(1,255,804)	(53.6%)
Internal Service Funds						
Motor Pool Internal Service Fund	5,619,450	6,155,987	6,415,212	5,360,225	(259,225)	(4.6%)
Construction Services Fund		2,561,494	2,561,494			0.0%
Total All Funds	349,040,598	1,345,541,851	1,435,582,486	258,999,963	(90,040,635)	(25.8%)

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.

County of San Mateo

ALL FUNDS

FY 2011-12 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
<u>General Fund</u>					
Safe Neighborhoods					
Sheriff's Office	645	625	652	630	(22)
Probation Department	463	437	418	391	(27)
District Attorney / Public Administrator	129	129	125	118	(7)
Coroner's Office	15	15	15	13	(2)
Public Safety Communications	58	56	54	54	0
Healthy Residents					
Health Administration	16	14	12	12	0
Health Policy and Planning	30	51	52	48	(4)
Emergency Medical Services	6	5	5	5	0
Aging and Adult Services	125	117	117	117	0
Environmental Health Services	77	73	74	74	0
Behavioral Health and Recovery Services	412	401	400	390	(10)
Public Health	118	98	99	93	(6)
Family Health Services	174	172	173	159	(14)
Correctional Health Services	98	93	90	88	(2)
Prosperous Community					
Human Services Agency	855	778	770	689	(81)
Department of Child Support Services	98	92	90	90	0
Livable Community					
Planning and Building	55	52	52	49	(3)
Local Agency Formation Commission	1	1	1	1	0
Department of Housing	19	14	14	14	0
Environmentally Conscious Community					
Public Works Parks Division	57	52	52	51	(1)
Public Works-Administrative Services	28	28	28	33	5
Engineering Services	30	30	25	25	0
Facilities Services	112	106	102	97	(5)
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	32	30	30	0
Collaborative Community					
Board of Supervisors	20	20	20	20	0
County Manager / Clerk of the Board	40	40	38	38	0

FY 2011-12 Authorized Position Summary

Agency/Budget Unit/Fund	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
Assessor-County Clerk-Recorder	119	113	114	111	(3)
Controller's Office	45	44	42	42	0
Treasurer-Tax Collector	67	63	63	63	0
County Counsel	40	40	38	38	0
Human Resources Department	59	55	55	51	(4)
Information Services Department	155	158	152	140	(12)
Total General Fund	4,212	4,018	3,986	3,788	(198)
<u>Non-General Fund</u>					
Healthy Residents					
Medical Center Enterprise Fund	1,341	1,234	1,222	1,221	(1)
Livable Community					
County Library Fund	130	130	130	126	(4)
Environmentally Conscious Community					
Road Fund	79	79	75	75	0
Construction Services Fund	29	16	16	16	0
Motor Pool Internal Service Fund	15	15	15	15	0
Solid Waste Fund	9	9	9	9	0
Half-Cent Transportation Fund	8	8	6	1	(5)
Sewer District Maintenance Fund	7	7	7	7	0
County Airports Fund	9	9	9	9	0
Coyote Point Marina Operating Fund	5	5	4	4	0
Total Non-General Fund	1,632	1,512	1,493	1,483	(10)
Total All County Funds	5,844	5,530	5,479	5,271	(208)
<u>Non-County Funds (Information Only)</u>					
First 5 San Mateo County	12	12	12	12	0
Retirement (SamCERA)	16	16	19	20	1
Housing Authority Fund	46	46	46	46	0

Position Changes Detail:

Safe Neighborhoods

Sheriff's Office: Adds two Crime Analyst-Unclassifieds; deletes eleven Deputy Sheriffs, six Legal Office Specialists, two Sheriff's Sergeants, one Fiscal Office Assistant, one Information Technology Manager, one Senior Information Technology Technician, one Quality Assurance Manager and one Sheriff's Captain for a net reduction of 22 positions.

Probation Department: Adds one Financial Services Manager II and three Deputy Probation Officer IIIs; deletes nine Deputy Probation Officer IIIs, three Legal Word Processors, three Group Supervisor Is, seven Group Supervisor IIs, three Group Supervisor IIIs, one Deputy Director Probation Administration, one Assistant Chief, one Probation Services Manager I, one Public Service Specialist, one Institutions Services Manager I and one Administrative Secretary II for a net reduction of 27 positions.

District Attorney / Public Administrator's Office: Deletes three Deputy District Attorneys, two Deputy Public Administrator IIs and two Estate Property Officers for a net reduction of seven positions.

Coroner's Office: Deletes one Management Analyst III and one Office Assistant II for a net reduction of two positions.

(Net change is a reduction of 58 positions for Safe Neighborhoods.)

Healthy Residents

Health Administration: Adds one Deputy Chief of the Health System and deletes one Exec Director of Health Plan of San Mateo for a net of zero positions.

Health Policy and Planning: Adds one Senior Graphic Specialist; deletes two Health Benefits Analysts, one Public Health Educator, one Epidemiologist, and one Community Health Planner for a net reduction of four positions.

Aging and Adult Services: Adds two Estate Property Officers, two Deputy Public Administrator IIs, and one Social Worker II; deletes one Community Program Analyst II, one Office Specialist, one Deputy Public Guardian III, one Office Assistant II, and one Admin Secretary II for a net of zero positions.

Behavioral Health and Recovery Services: Adds Community Health Planner, one Medical Office Specialist, one Marriage and Family Therapist II and one Child Psychiatrist; deletes one Child Psychiatrist, four Psychiatric Social Worker IIs, two Office Specialists, two Marriage and Family Therapist IIs, one Payroll Services Specialist, one Fiscal Office Specialist, one Mental Health Counselor II, and one Medical Office Specialist for a net reduction of ten positions.

Public Health: Adds one Communicable Disease Investigator, one Communicable Disease Investigator- Unclassified, and one Microbiologist I; deletes two PH Microbiologist IIs, two Medical Office Specialists, one Director of Community Health, one Executive Secretary - C, one Office Assistant II, one Sr. Community Program Specialist and one Lead Lab Technician for a net reduction of six positions.

Family Health Services: Deletes eight Public Health Nurses, one Administrative Assistant, one Psychiatric Social Worker II, one Medical Office Assistant II, one Physical Therapist II, one Benefits Analyst II and one Community Worker II for a net reduction of fourteen positions.

Correctional Health Services: Adds one Marriage and Family Therapist II and one Medical Office Assistant; deletes one Admin Assistant I, one Staff Nurse, one Rad Tech III and one Marriage and Family Therapist II for a net reduction of two positions.

San Mateo Medical Center: Adds eight Medical Services Assistant IIs, four Staff Physicians, three Pharmacy Technicians, two Medical Laboratory Technicians, two Nurse Practitioners, two Licensed Vocational Nurses, two Patient Services Assistant IIs, two Staff Nurses, two Dentists, two Dental Assistants, two Medical Services Assistant IIs, one Adult Psychiatrist, one Financial Services Manager II, one Patient Services Supervisor, one Medical Office Specialist, one Clinical Nurse, one Pharmacist, one Clinical Coordinator, one Supervising Physician, one Patient Services Assistant, one Community Worker, one Charge Nurse, one Psychologist, one Mobile Health Services Assistant, one Supervising Dietician and one Assistant Director of Health Information Management; deletes six Community Worker IIs, six Licensed Vocational Nurses, five Patient Services Assistant IIs, four Nurse Practitioners, three Staff Nurses, two Laboratory Assistant IIs, two Patient Services Office Managers, two Food Service Worker IIs, two Medical Services Assistant IIs, two Custodians, two Psychiatric Social Worker IIs, one Adult Psychiatrist, one Staff Physician, one Hospital Unit Coordinator, one Clinical Lab Scientist II, one Occupational Therapist II, one Dietician, one Mental Health Program

Specialist, one Supervising Physician, one Licensed Psychiatric Technician, one Beautician and one Marriage and Family Therapist II for a net reduction of one position.

(Net change is a reduction of 37 positions for Healthy Residents.)

Prosperous Community

Human Services Agency: Deletes nine Social Workers, seven Benefits Analyst IIs, six Community Worker IIs, five Office Specialists, five Human Services Supervisors, four Psychiatric Social Workers, four Social Work Supervisors, four Office Assistant IIs, four Employment Services Specialists, three Department Systems Analysts, three Community Workers, three Human Services Manager Is, two Fiscal Office Assistants, two Shelter Care Counselors, two Transportation Officers, two Office Assistants, one Director of Prevention/Early Intervention, one Executive Secretary, one Human Services Manager II, one Information Technology Supervisor, one Investigative Analyst, one Human Services Analyst, one Lead Transportation Officer, one Management Analyst II, one Accountant II, one Records Assistant, one Lead Records Assistant, one Human Services Analyst II, one Information Technology Technician, one Rehabilitation Production Supervisor, and one Rehabilitation Marketing Manager for a reduction of 81 positions.

(Net change is a reduction of 81 positions for Prosperous Community.)

Livable Community

Planning and Building Department: Deletes one Code Compliance Officer II, one Building Inspector III and one Building Permit Technician II for a reduction of three positions.

County Library: Deletes two Librarian IIs, one Library Technician II and one Accountant II for a reduction of four positions.

(Net change is a reduction of seven positions for Livable Community.)

Environmentally Conscious Community

Public Works Parks Division: Deletes one Director of Parks and Recreation.

Public Works Administrative Services: Adds two Transportation System Coordinators, two Transportation System Coordinators – U and one Deputy Director C/CAG – U for an addition of five positions.

Public Works Facilities Services: Deletes five Custodians.

Half-Cent Transportation Fund: Deletes two Transportation System Coordinators, two Transportation System Coordinators – U and one Deputy Director C/CAG – U for a reduction of five positions.

(Net change is a reduction of six positions for Environmentally Conscious Community.)

Collaborative Community

County Manager/Clerk of the Board: Adds one Assistant County Manager and deletes one Lead Copy Operator for no net change.

Assessor-County Clerk-Recorder: Deletes one Assessor/Recorder Services Support Supervisor, one Program Services Manager and one Drafting Technician II for a reduction of three positions.

Human Resources Department: Deletes one Fiscal Office Specialist-C and three Management Analyst IIIs for a reduction of 4 positions

Information Services Department: Deletes one Deputy Director, two Project Managers, six Advisory Systems Engineers, and three System Engineers for a reduction of 12 positions.

(Net change is a reduction of 19 positions for Collaborative Community.)

Non-County Funds (Information Only)

Retirement Office (SamCERA): Adds one Retirement Accounting Technician, one Administrative Assistant I, and one Management Analyst III.

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 all 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 has the following objectives: safety, liquidity, yield and public trust. The Board last approved the County Investment Policy on May 24, 2011. 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 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 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 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 7 years and the maximum dollar weighted average maturity of the fund is 3 years. Subject to California law, funds deposited in the County pool under the County Investment Policy may only be reclaimed at the rate of 20% of the principal balance per month, exclusive of apportionment, payrolls and day-to-day operations, unless specifically authorized by the Treasurer. Gains and losses in the County pool are proportionately allocated to each depositor quarterly, each being given credit for accrued interest earnings and capital gains based on their average daily pool balance. The minimum balance for an outside agency to maintain an account in the County pool is \$250,000.

The Treasurer 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.

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.

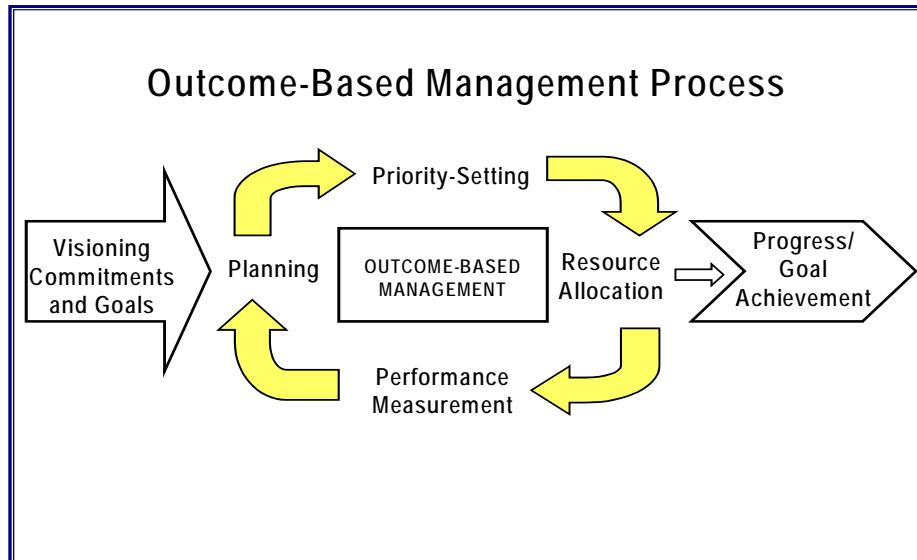
This policy will note that if the fee is a property-related fee, California Constitution Articles 13C and 13D limit the manner in which the County is permitted to impose property-related fees and assessments and the Constitution also sets forth specific procedures to be used in regards to imposing such 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 \$108 million by FY 2015-16 if actions are not taken. For the past four years the County has held Structural Budget Deficit Workshops with the Board of Supervisors in early December. In December 2007 the County adopted a five-year plan to eliminate the deficit by FY 2012-13. As the County's finances are 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 in the early December timeframe 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.

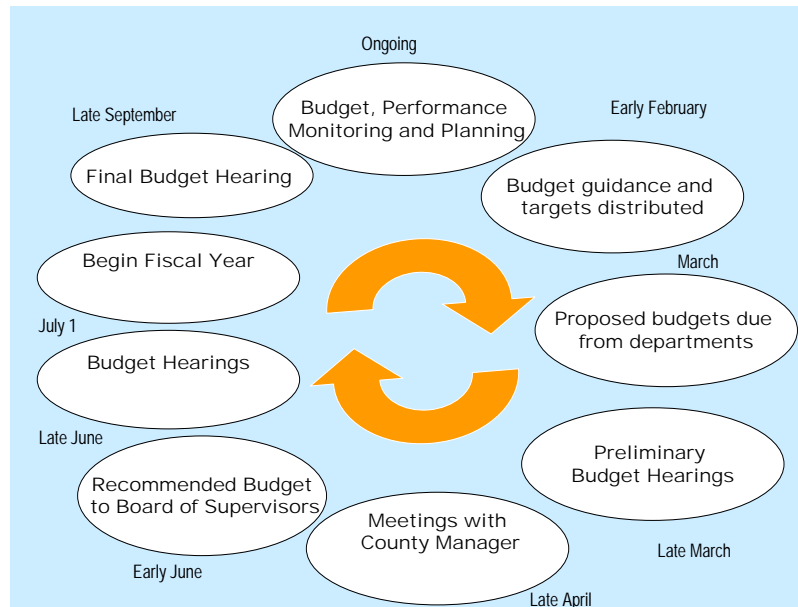
New Budget Process / Kick-Off

This year the County embarked on a new budget process which combines the performance-based approach of Outcome Based Management with a priority-based approach that focuses on providing the most essential services with limited resources. Unlike past years, where the County prepared annual budgets and presented information covering two years, the primary focus of this budget cycle was building the FY 2011-12 Recommended Budget. However, as in past years, decisions contained herein are made with a keen eye on the future. In designing the new process, which is still a work-in-progress, the County held three budget

workshops with the Board, spanning the months of October 2010 through early February 2011. These workshops focused on three primary areas: (1) incorporating priority-based budgeting into the process, (2) providing clarity on the size of structural budget deficit and Reserve balances, and (3) determining the allocation of available resources for the FY 2011-12 budget, including the use of Reserves for ongoing purposes. During these workshops, the Board also reaffirmed its commitment to the Budget Balancing Principles it adopted in August 2009 (see Long-Term Financial Policies).

In February 2011, immediately following the final Board budget workshop, the budget calendar, budget guidance, and general fund allocation targets were distributed to departments. The County Manager's Budget and Performance Unit facilitated a budget workshop with the County's Fiscal Officers to review the materials. In addition, weekly conference calls were established with Fiscal Officers to provide additional guidance, receive important feedback, and foster a spirit of collaboration and idea sharing while departments were building their budgets.

County Budget Process Cycle



Funded and Unfunded Program Summaries

Under the new budget process, County departments were asked to develop funded and unfunded program summaries and prioritize the unfunded programs into three categories: high, medium and low, with high being the most important of the reductions and the ones the department would add back first if given a choice. The summaries include the following components:

- Program Title or Description
- An “eight-word” Mission Statement
- Description of Services
- Description of Results
- Two Outcome Measures with Prior Year Actuals, Current Year Estimates, and Budget Year Projections
- Summary of Budget Appropriations for the Current and Recommended Budgets

In addition to the Program Summaries, departments were directed to submit a Department Overview that provides the Department Mission Statement and a quick overview of services and clients, major accomplishments during the past fiscal year, general fund allocations (Net County Cost) allocated to mandated and discretionary programs, and Department Reserve balances.

Due to a compressed time frame and the need to accelerate the budget process in order to address the growing deficit and preserve resources, these materials were forwarded to the Board without analysis by the County Manager's Office. The materials were received by departments on March 16, 2011 and forwarded to the Board on March 21, 2011 in preparation for Preliminary Budget Hearings the last week of March. After receiving guidance from the Board during those hearings, departments were given until May 18, 2011, to submit their final Recommended budget packets to the County Manager's Office. The tables below contain changes (reductions or additions) that were made after the Preliminary Budget Hearings.

Programs Added Back or Increased After the March Preliminary Budget Hearings

Program Reduction	Total Requirements	Prop 172 Funding	Other Revenue	General Fund Allocation
Sheriff's Office ¹	(2,152,733)	2,200,000		(4,352,733)
Sheriff's Office Subtotal	(2,152,733)	2,200,000		(4,352,733)
Probation Department:				
Camp Kemp Debt Service	755,601	755,601		
Camp Kemp Minimum Maintenance	44,399	44,399		
Juvenile Traffic	355,252	355,252		
Restore One Deputy Probation Officer to South San Francisco & Rent	240,510	240,510		
Restore One Deputy Probation Officer to East Palo Alto & Rent	199,290	199,290		
Restore Three Deputy Probation Officers with SB 678 Funds	421,608		421,608	
Probation Department Subtotal	2,016,660	1,595,052	421,608	
District Attorney's Office:				
Keller Center	137,746	137,746		
Vertical Prosecution	274,653	274,653		
Witness Protection	213,052	213,052		
Real Estate Fraud	236,368	236,368		
Extra Help	38,181	38,181		
District Attorney's Office Subtotal	900,000	900,000		
Public Safety Communications:				
Peninsula Humane Society Contract	82,000	82,000		
Public Safety Communications Subtotal	82,000	82,000		
Health System:				
Aging and Adult Services - Legal Aide	60,000			60,000
BHRS Services to 240 Adults	935,264		51,264	884,000
BHRS Services to 180 Emotionally Disturbed Children	348,938		14,748	334,190
Alcohol and Other Drug Substance Abuse Treatment for 225 Adults	625,272			625,272
Correctional Health Services to Adults and Children in Custody	700,000	700,000		
Family Health Services - California Children Services	451,894		151,894	300,000
San Mateo Medical Center Provider Team	415,000			415,000

Programs Added Back or Increased After the March Preliminary Budget Hearings

Program Reduction	Total Requirements	Prop 172 Funding	Other Revenue	General Fund Allocation
SMMC IT Improvements to Qualify for Federal Incentive Payments	561,000		61,000	500,000
Health System Subtotal	4,097,368	700,000	278,906	3,118,462
Human Services Agency:				
Eligibility Determination	3,243,215		1,411,511	1,831,704
Special Investigations - Preventative	102,052		12,757	89,295
Foster Care Youth Employment Services	101,288			101,288
Veteran Services	208,212		42,480	165,732
Jobs for Youth	321,055		25,000	296,055
Day Worker Program	148,320			148,320
Extraordinary Circumstances Fund	75,000		24,750	50,250
San Mateo County Receiving Home	1,952,421		1,360,000	592,421
Family Resource Centers	1,551,930		200,000	1,351,930
Academic Programs	662,203			662,203
Human Services Agency Subtotal	8,365,696		3,076,498	5,289,198
Department of Housing:				
Strategic Initiatives	57,500			57,500
Department of Housing Subtotal	57,500			57,500
Department of Public Works:				
Flood Park Six months of Operation	176,887		21,702	155,185
Facilities Services (Law Library)	112,540			112,540
Department of Public Works Subtotal	289,427		21,702	267,725
Assessor - County Clerk - Recorder:				
Auditor-Appraiser II	117,904			117,904
Appraiser II	117,904			117,904
Assessor Recorder Technician II - Unclassified	81,376			81,376
Office Services Manager	117,623			117,623
Assessor Recorder Technician III	\$86,860			86,860
Assessor - County Clerk - Recorder Subtotal	521,667			521,667
Controller's Office:				
Senior Accountant	113,680		26,762	87,118

 Programs Added Back or Increased After the March Preliminary Budget Hearings

Program Reduction	Total Requirements	Prop 172 Funding	Other Revenue	General Fund Allocation
Data Processing Specialist	86,064			86,064
Fiscal Office Specialist	77,904			77,904
Internal Auditor II	107,164		35,000	72,164
Public Services Specialist (added back as a part-time position)	40,956			40,756
Controller's Office Subtotal	425,768		61,762	364,006
County Manager's Office:				
Fatherhood Collaborative	106,360			106,360
County Manager's Office Subtotal	106,360			106,360
Total	14,709,713	5,477,052	3,860,476	5,372,185

1. The General Fund reduction of \$4.3 million represents the waiver of the negotiated 3% COLA for the Sergeants and Deputy Sheriffs in FY 2011-12 and an additional allocation of Proposition 172 funds in the amount of \$7.2 million without additional expenditures.

New Reductions after the March Preliminary Budget Hearings

New Reductions	Reduction Amount	Funding Source
Probation Department		
Reduction of Filled Three Deputy Probation Officers in Adult Supervision	421,608	VLF Reductions
Community Based Organization Contract Expenses	393,333	VLF Reductions
Interdepartmental Agreement with Human Services	66,418	VLF Reductions
Interdepartmental Agreement with BHRS	81,453	VLF Reductions
Delete one Filled Deputy Probation Officer from the Assessment Center	140,536	VLF Reductions
Delete three Vacant Group Supervisors from Institutions	308,316	VLF Reductions
Probation Department Subtotal	1,411,664	
Health System		
State Cut - Reduction to Multipurpose Senior Services Program	85,700	State Revenue
State Cut - BHRS Child / Youth Services State Juvenile Justice Reduction	81,453	State Revenue
State Cut - Alcohol and Other Drug Services Reductions	649,535	State Revenue
Health System Subtotal	816,688	
Department of Public Works		
Reduction of Green Building and Green Business Programs	293,690	Landfill Fees
Elimination of Custodial Services in Court exclusive space at the Hall of Justice	424,500	State Revenue
Department of Public Works Subtotal	718,190	
Assessor - County Clerk - Recorder		
Elimination of one Filled Program Services Manager II	152,219	General Fund
Assessor - County Clerk - Recorder Subtotal	152,219	
Total	3,098,761	

Final Budget Meetings with County Manager

As in past budget cycles, final budget meetings with department heads and the County Manager were held in late April, early May to ensure that department budget submittals reflected the guidance and priorities communicated by the Board during the March Preliminary Budget Hearings. These meetings also afforded the County Manager and his staff the opportunity to receive further clarity on department budgets that wasn't availed during the compressed time frame in mid-March.

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 February 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 2011-12 budget development cycle.

Key Budget Meetings/Deliverables	2011 Dates
Board of Supervisors Budget Workshop	February 2, 2011
Fiscal Officers Meeting - Budget Kickoff	February 3, 2011
Distribution of Budget Guidance and Targets to Departments	February 8, 2011
Departments present program structure proposal for approval by County Manager	February 25, 2011
Department heads share budget development strategies and discuss stakeholder involvement with Board members at Standing Committee meetings: <ul style="list-style-type: none"> • Criminal Justice (March 3, 2011) • Legislative (March 1, 2011) • Environmental Quality (March 1, 2011) • Housing, Health and Human Services (March 3, 2011) • Finance and Operations (March 2, 2011) 	March 2011
FY 11-12 Recommended Budget Deliverables due to County Manager's Office.	March 16, 2011
Executive Council meeting: Department heads review and discuss submitted Program Budget Forms	March 21, 2011
Board of Supervisors conducts public Preliminary Budget Hearings, organized by Community Outcome	March 29 - 31, 2011
Board of Supervisors Preliminary Hearings wrap-up and direction	April 12, 2011
Additional Budget development guidance distributed to Departments from County Manager's Office	April 19, 2011
Department Budget meetings between Departments and County Manager	April 25 - May 9, 2011
County Manager's Office reviews progress with Board of Supervisors	May 10, 2011
Final budget deliverables due from Departments (including known State impacts): <ul style="list-style-type: none"> • Budget system entries (BRASS) • Revised Program Budget Summaries • Updated Department Overviews • Position Adjustment forms • Fixed Asset Request forms • Fund Balance estimates • Department organizational charts 	May 18, 2011
County Manager submits FY 2011-12 Recommended Budget to Board of Supervisors	June 3, 2011
Board conducts FY 2011-12 Recommended Budget public hearings	June 20 - 24, 2011
Board Finance and Operations Subcommittee begins work on developing a comprehensive budget process for FY 2012-13 and subsequent years	July - September, 2011
Adopted Budget Hearings - State Budget and other Budget adjustments	September 27, 2011

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 new community outcomes structure. The table also shows where each budget unit was previously located in the "Agency" organizational structure used in prior years.

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		
Parks Department	3900B	Department
Fish and Game	3950B	Fund
Off-Highway Vehicle License Fees	3960B	Fund
Parks Acquisition and Development	3970B	Fund
Coyote Point Marina	3980B	Department
Public Works Administrative Services	4510P	Division
Engineering Services	4600P	Division
Facilities Services	4730P	Division
Road Construction and Operations	4520B	Division
Construction Service	4740B	Division
Vehicle and Equipment Services	4760B	Division
Waste Management	4820B	Division
Transportation Services	4830B	Division
Utilities / Special Districts	4840B	Division
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
Contingencies	8100B	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 2011-12 **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.



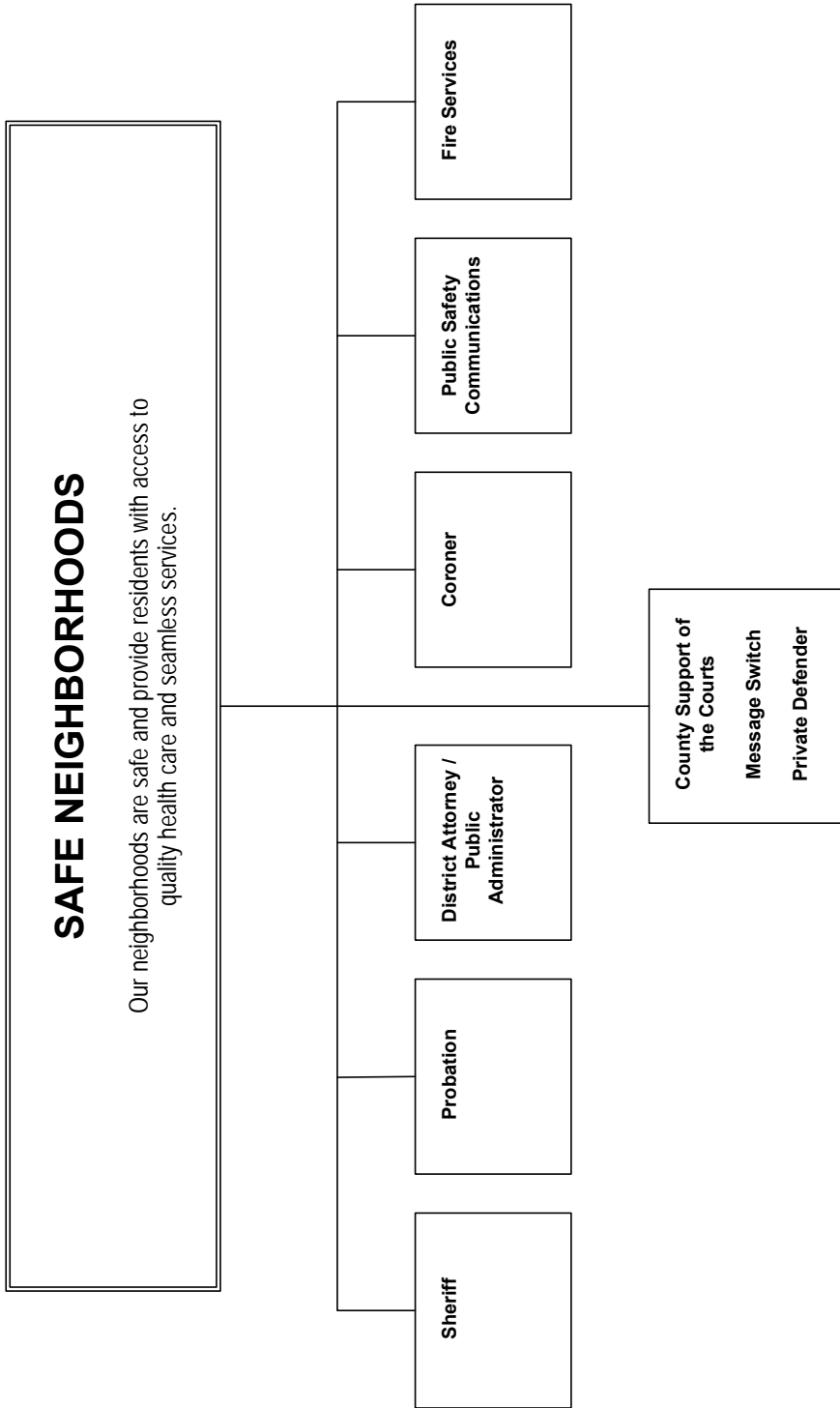
Environmentally Conscious Community

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



Collaborative Community

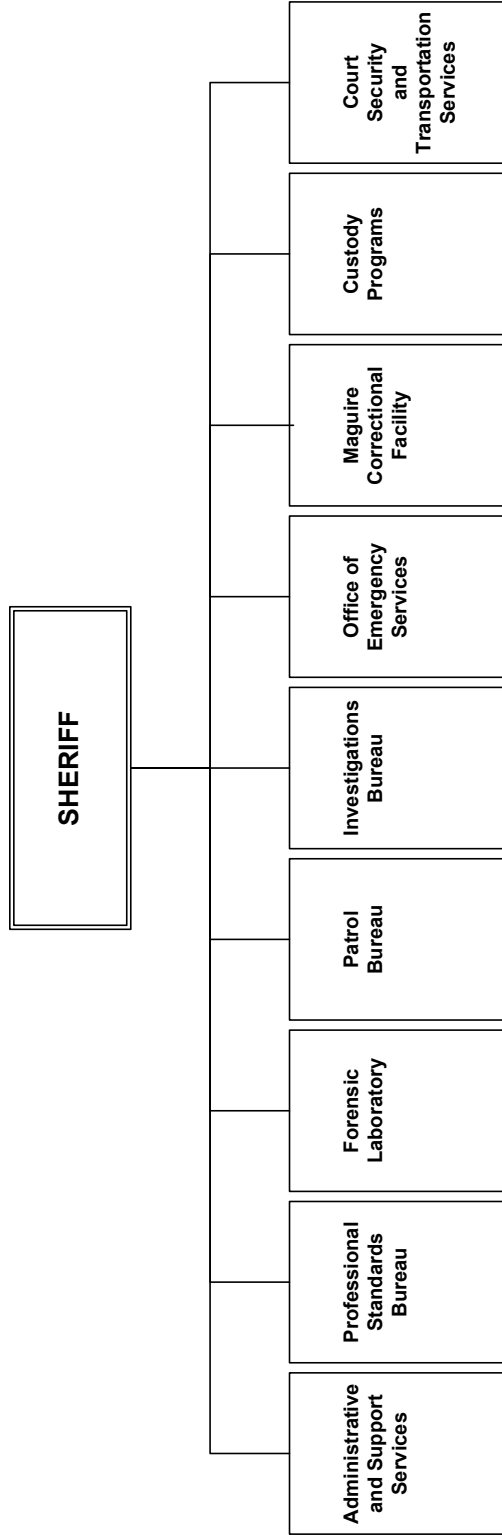
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Safe Neighborhoods FY 2011-12 All Funds Summary

Total Requirements	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
General Fund Budgets					
Sheriff's Office	141,675,656	147,513,850	183,874,640	174,891,945	(8,982,695)
Message Switch	1,036,788	1,157,475	1,258,866	1,250,815	(8,051)
Probation Department	72,148,200	72,126,587	73,562,258	70,156,709	(3,405,549)
District Attorney/Public Administrator	25,061,819	24,277,585	25,898,211	24,844,706	(1,053,505)
Private Defender Program	15,875,032	16,510,522	16,510,529	16,510,529	
County Support of the Courts	22,408,266	19,981,458	20,411,313	20,586,165	174,852
Coroner's Office	2,807,531	2,946,213	3,337,572	3,147,712	(189,860)
Public Safety Communications	8,579,205	8,728,907	9,731,622	9,628,864	(102,758)
Fire Protection Services	6,218,751	6,192,282	6,419,421	6,445,504	26,083
Total General Fund	295,811,247	299,434,879	341,004,432	327,462,949	(13,541,483)
Non-General Fund Budgets					
Structural Fire	6,743,810	6,550,159	6,738,184	6,445,504	(292,680)
County Service Area #1	3,225,998	3,527,136	3,616,099	3,439,457	(176,642)
Total Non-General Fund	9,969,808	10,077,295	10,354,283	9,884,961	(469,322)
Total Requirements	305,781,054	309,512,174	351,358,715	337,347,910	(14,010,805)
Total Sources	149,958,476	148,897,282	162,910,352	163,977,013	1,066,661
Net County Cost	155,822,578	160,614,892	188,448,363	173,370,897	(15,077,466)
AUTHORIZED POSITIONS					
Salary Resolution	1,310.0	1,262.0	1,264.0	1,206.0	(58.0)
Funded FTE	1,298.5	1,255.5	1,238.0	1,192.9	(45.1)

SHERIFF'S OFFICE



Sheriff's Office (3000B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	2,707	3,958	2,100	2,100	
Fines, Forfeitures and Penalties	354,179	332,441	322,000	322,000	
Intergovernmental Revenues	38,222,032	39,766,405	52,249,767	51,124,134	(1,125,633)
Charges for Services	9,073,256	9,142,795	8,923,720	10,186,127	1,262,407
Interfund Revenue	12,395,779	11,378,525	12,393,806	12,863,039	469,233
Miscellaneous Revenue	669,051	893,520	710,389	710,389	
Other Financing Sources	325,336	461,870	500,000		(500,000)
Total Revenue	61,042,339	61,979,514	75,101,782	75,207,789	106,007
Fund Balance	5,161,476	8,174,415	9,967,565	9,711,214	(256,351)
TOTAL SOURCES	66,203,815	70,153,929	85,069,347	84,919,003	(150,344)
REQUIREMENTS					
Salaries and Benefits	110,701,617	109,920,560	134,534,106	131,104,590	(3,429,516)
Services and Supplies	11,245,125	16,011,174	20,289,290	19,004,148	(1,285,142)
Other Charges	16,967,100	17,179,638	19,641,056	18,031,059	(1,609,997)
Fixed Assets	803,294	732,062	5,000,480	2,184,500	(2,815,980)
Other Financing Uses	905,874	899,765	907,765	904,300	(3,465)
Gross Appropriations	140,623,011	144,743,199	180,372,697	171,228,597	(9,144,100)
Intrafund Transfers	(1,417,204)	(1,895,938)	(2,794,688)	(2,476,545)	318,143
Net Appropriations	139,205,807	142,847,261	177,578,009	168,752,052	(8,825,957)
Contingencies/Dept Reserves	2,469,849	4,666,589	6,296,631	6,139,893	(156,738)
TOTAL REQUIREMENTS	141,675,656	147,513,850	183,874,640	174,891,945	(8,982,695)
NET COUNTY COST	75,471,841	77,359,921	98,805,293	89,972,942	(8,832,351)
AUTHORIZED POSITIONS					
Salary Resolution	645.0	625.0	652.0	630.0	(22.0)
Funded FTE	644.6	626.8	637.5	625.4	(12.1)

DEPARTMENT OVERVIEW

Sheriff's Office

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.

Who We Serve / What We Do

Services to San Mateo County Residents

- Provide Law Enforcement to unincorporated areas and contract cities of County
- Provide safe and secure environment for inmates
- Provide alternatives to incarceration through programs and services
- Provide thorough investigative services as foundation for prosecution
- Provide Countywide building and hospital security
- Provide security to the Courts and secure transportation of over 30,000 inmates
- Ensure proper evaluation and analysis of crime scene evidence
- Provide specialized investigative and scientific analytical services
- Provide service and enforcement of warrants and civil processes
- Provide Countywide emergency management, planning, and response for rescue calls, missing persons, hazardous materials, public safety, bomb threats, natural disasters

Services to Community Partners

- Provide Law Enforcement and records administration to 6 contract jurisdictions (Woodside, Portola Valley, San Carlos, SamTrans/Caltrain, Eichler Highlands, and North Fair Oaks)
- Provide leadership to Sheriff's Gang Intelligence Unit, Vehicle Theft Task Force, and Narcotics Task Force
- Participate in County-wide Gang Task Force (GTF)
- Contract Forensic services with outside agencies
- Community Alliance to Revitalize our Neighborhood (CARON)

Services to Adults in Correctional Facilities

- Provide inmates with medical, nutritional, hygienic, legal, and spiritual needs, in partnership with Correctional Health Services, the Service League of San Mateo County and other community based organizations
 - Provide quality program services to improve life and support successful transition of inmate back into community
 - In-Custody Culinary Program, in partnership with Job Train
 - TAILS Program, in partnership with Peninsula Humane Society
 - Choices Program - Alcohol and Drug Rehabilitation Program, in partnership with Correctional Health Services
-

Services to Children and Youth of San Mateo County

- Drug Awareness and Resistance Education (DARE) program
- Gang Resistance Education and Awareness Training (GREAT) classes at elementary and middle schools
- Sheriff's Activities League (SAL) for after school youth programs
- Bicycle safety and education program
- Child Safety Seat Education Program by Community Policing Unit
- Investigate sexual assaults and cases of child sexual abuse
- Investigate internet crimes against children and provide internet safety presentations
- Juvenile Diversion Program

Major Accomplishments

- The Sheriff's Office participated in several traffic enforcement events including Honor the Stop Campaign, which promotes cyclists and motorists working together for roadway safety; Avoid the 23 - Driving under the Influence Campaign, in which the Sheriff's Office had three deputies recognized for their achievements; and California Office of Traffic Safety Distracted Driver Awareness Month where Sheriff's Deputies aggressively enforced California Vehicle code sections pertaining to the use of cell phones while driving.
- The Sheriff's Office hosted a 40 hour Crisis Intervention training class for law enforcement personnel throughout the county. CIT is conducted by specially trained law enforcement personnel, mental health professionals and family advocates.
- Seamlessly incorporated the City of San Carlos into the operations of the Sheriff's Office.
- The Sheriff's Narcotics Task Force conducted in excess of 350 local investigations which resulted in the arrest of over 300 drug dealers and the seizure of illegal drugs with an estimated street value of \$78 Million.
- The Sheriff's Vehicle Theft Task Force conducted 220 vehicle theft investigations that resulted in the recovery of 57 stolen vehicles and the arrest of 25 suspects. San Mateo County experienced 119 fewer stolen vehicles during this reporting period than the last, a 6% decrease.
- In partnership with the North Fair Oaks Community and the Board of Supervisors, successfully coordinated the Tenth annual North Fair Oaks Community Festival.
- In collaboration with the County Manager's Office and Board of Supervisors, continued jail planning efforts to create a new replacement jail that will safely secure inmates and improve public safety.
- Continue to receive federal Homeland Security grant to participate in a regional Fusion Center, establishing the intelligence infrastructure to coordinate local, state and federal terrorism prevention and emergency response agencies.
- With funding from the Department of Homeland Security (DHS), continued to implement the Radio Interoperability Project to move all first responders to a designated radio wave for significantly increased regional communication ability, a national goal under the leadership of DHS.
- Managed nine federal Homeland Security related grants totaling over \$12 Million that provided funds for equipment, planning, training, and exercises for Emergency Responders.
- In partnership with the Health System, Probation Department, Job Train and the Service League of San Mateo County the Re-entry Workgroup received the Merit Award for outstanding program performance from the California State Association of Counties (CSAC).
- Partnered with the Peninsula Humane Society for the successful T.A.I.L.S (Transitioning Animals Into Loving Situations) Program, an eight week program in which inmates give dogs obedience and social training to ready them for adoption.

- The Women's Transitional Facility (WTF) completed its first full year in operation, and with the partnership with Job Train, it has allowed women from WTF to begin vocational training while still in custody.
- The Forensic Laboratory received ASCLD/LAB-International accreditation--the 145th laboratory to receive testing accreditation and only the 5th laboratory to achieve calibration accreditation in the United States.
- The Forensic Lab's Latent Print Processing Technician Program received an Honorable Mention in the County's STARS Award Program and reduced a 500 case backlog.
- The Sheriff's Office Health Service Bureau completed a Records Management Project wherein a Health Care System software program was created and is now live for the authoring of all reports by Security Staff.
- A comprehensive security assessment of all San Mateo County Medical Clinics has been initiated to identify potential safety and security issues.
- Revised the San Mateo County Emergency Operations Plan (EOP) and completed an Emergency Resources Directory (ERD) containing sources for materials and supplies.
- In collaboration with Supervisor Tissier's office, held the 7th Annual Disaster Preparedness Day.
- Operated the San Mateo County Emergency Operations Center in response to the San Bruno Gas Explosion and Coastal Tsunami.
- Responded to twenty one Hazardous Material Incidents and six fires in first nine months of the fiscal year.

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Federal Grants Match	\$150,338	\$53,583
State Grants Match	\$270,891	\$0
Trial Court Funding MOE	\$1,265,298	\$402,310
Proposition 172 MOE	\$19,806,056	\$19,806,056
Local Overmatch	\$69,916	\$69,916
Emergency Services JPA	\$783,952	\$779,918
Mandated Services	\$65,460,284	\$59,412,477
Unfunded Mandate	\$1,308,245	\$882,853
Non-Mandated Services	\$9,690,313	\$8,565,829
Total Net County Cost	\$98,805,293	\$89,972,942

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$6,296,631	\$6,139,893
% of G/F Net Appropriations	3.55%	3.64%

Sheriff's Office

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Administrative and Support Services	\$10,234,789	\$171,236	1-10
	Court Security and Transportation Services	\$17,104,473	\$6,338,846	1-11
	Custody Programs	\$10,948,654	\$7,526,033	1-12
	Custody Programs – Jail Planning Unit	\$718,470	\$719,470	1-13
	Forensic Laboratory	\$8,641,599	\$2,608,442	1-14
	Investigations – HIDTA	\$1,200,567	\$75,494	1-15
	Investigations – RTTAC / Fusion Center	\$5,431,950	\$(28,371)	1-16
	Investigations Bureau	\$14,548,278	\$7,276,501	1-17
	Maguire Correctional Facility	\$53,736,381	\$40,276,715	1-18
	Office of Emergency Services	\$7,060,284	\$1,983,103	1-19
	Patrol Bureau	\$34,357,070	\$14,158,413	1-20
	Professional Standards Bureau	\$10,899,430	\$8,868,060	1-21
		Total	\$174,881,945	\$89,973,942
Unfunded	Administrative & Support Services – Fiscal Office Assistant	\$81,376	\$81,376	1-22
	Court Security & Transportation Services – Deputies to Correctional Officers	\$45,984	\$45,984	1-22
	Court Holding Cells – Deputy Sheriffs	\$387,608	\$387,608	1-23
	Sheriff's Work Program – Legal Office Specialist	\$98,380	\$98,380	1-23
	Forensic Laboratory – Quality Assurance Manager	\$175,415	\$175,415	1-24
	REACT Program – Sergeant & Deputy Sheriff	\$668,113	\$488,113	1-24
	Investigations Bureau – Sheriff's Captain	\$306,412	\$306,412	1-25
	Maguire Correctional Facility – Correctional Food Services	\$700,000	\$700,000	1-25
	Maguire Correctional Facility – Legal Office Specialists	\$491,900	\$491,900	1-26
	Patrol Bureau – Patrol Trainee	\$193,804	\$193,804	1-26
	Professional Standards Bureau – Patrol Sergeant	\$220,763	\$220,763	1-27
	Professional Standards Bureau – Relief Staffing Unit	\$1,356,628	\$1,356,628	1-27
	Professional Standards Bureau – Technical Services Unit	\$287,912	\$287,912	1-28
		Total	\$5,014,295	\$4,834,295

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Additional Proposition 172 Allocation	\$2,200,000		\$2,200,000	(\$2,152,733)
Total	\$2,200,000		\$2,200,000	(\$2,152,733)

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Administrative and Support Services

Program: Administrative and Support Services

Program Outcome Statement

Efficiently manage and provide fiscal and administrative support

Description of Services

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.

Outcome Measures

Percent of CARES survey respondents rating Sheriff's services as good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	90%	90%

Percent of department budget allocated to administrative services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
3.6%	4%	4%

Description of Results

The Administrative and Support services division supports critical corrections and law enforcement functions while maintaining a high customer satisfaction rating, currently at 100% satisfaction, which indicates the continued quality of law enforcement services provided by the Sheriff's Office for San Mateo County citizens. The Sheriff's Office continues to operate efficiently, and has maintained a low administration-to-operations ratio, currently reflecting less than 4% of the department's budget allocated for administrative purposes. The Program provides support to several significant Division projects through data gathering and reporting, as well as meeting facilitation, liaison with the County Manager's Office and Board of Supervisors, and other key support activities. In addition, the Program 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; provides Court Security budget services to the Superior Courts and the Administrative Office of the Courts.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget																																																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Total Sources</td> <td style="text-align: right;">\$10,614,021</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$294,117</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$3,850</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$348,489</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$9,967,565</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$10,614,021</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$4,317,390</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$6,296,631</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">23.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">23.0</td> </tr> </table>	Total Sources	\$10,614,021	General Fund Allocation	\$294,117	State Revenue	\$3,850	Federal Revenue	\$0	Other Revenue	\$348,489	Fund Balance	\$9,967,565	Total Requirements	\$10,614,021	Gross Appropriations	\$4,317,390	Intrafund Transfers	\$0	Reserves	\$6,296,631	Number of Positions	23.0	Number of FTEs	23.0		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Total Sources</td> <td style="text-align: right;">\$10,234,789</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$171,236</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$3,850</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$348,489</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$9,711,214</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$10,234,789</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$4,411,385</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$(316,489)</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$6,139,893</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">22.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">22.0</td> </tr> </table>	Total Sources	\$10,234,789	General Fund Allocation	\$171,236	State Revenue	\$3,850	Federal Revenue	\$0	Other Revenue	\$348,489	Fund Balance	\$9,711,214	Total Requirements	\$10,234,789	Gross Appropriations	\$4,411,385	Intrafund Transfers	\$(316,489)	Reserves	\$6,139,893	Number of Positions	22.0	Number of FTEs	22.0
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Fund Balance	\$9,967,565																																																	
Total Requirements	\$10,614,021																																																	
Gross Appropriations	\$4,317,390																																																	
Intrafund Transfers	\$0																																																	
Reserves	\$6,296,631																																																	
Number of Positions	23.0																																																	
Number of FTEs	23.0																																																	
Total Sources	\$10,234,789																																																	
General Fund Allocation	\$171,236																																																	
State Revenue	\$3,850																																																	
Federal Revenue	\$0																																																	
Other Revenue	\$348,489																																																	
Fund Balance	\$9,711,214																																																	
Total Requirements	\$10,234,789																																																	
Gross Appropriations	\$4,411,385																																																	
Intrafund Transfers	\$(316,489)																																																	
Reserves	\$6,139,893																																																	
Number of Positions	22.0																																																	
Number of FTEs	22.0																																																	

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Court Security and Transportation Services

Program: Court Security and Transportation Services

Program Outcome Statement

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

Description of Services

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

Outcome Measures

Total number of inmates transported

FY 2009-10 Actual

23,825

FY 2010-11 Estimate

25,000

FY 2011-12 Target

25,000

Number of temporary restraining orders filed

FY 2009-10 Actual

789

FY 2010-11 Estimate

800

FY 2011-12 Target

875

Description of Results

The Court Security and Transportation Bureau has provided security for 32 courtrooms, and during the past year, almost 24,000 inmates were moved throughout the criminal justice system. That equates to an average of 1,400 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. The Court Security Services provides Court Security and Checkpoint Security for judicial officers in the County's five courthouses: Hall of Justice, Traffic Annex, Central Court, North County Court and the Youth Services Center. The Civil Enforcement Services performs mandated services such as countywide evictions, possession levies, sales of real and personal property, and service of domestic violence restraining orders, welfare fraud and some child support warrants. In the last fiscal year, the Sheriff's Office served almost 800 Temporary Restraining Orders (TROs), or 82% of the total received.

FY 2010-11 Current Revised Budget

Total Sources	\$17,764,960
General Fund Allocation	\$7,799,934
State Revenue	\$1,179,958
Federal Revenue	\$0
Other Revenue	\$8,785,068
Fund Balance	\$0
Total Requirements	\$17,764,960
Gross Appropriations	\$17,911,868
Intrafund Transfers	\$(146,908)
Reserves	\$0
Number of Positions	68.0
Number of FTEs	68.0

FY 2011-12 Recommended Budget

Total Sources	\$17,104,473
General Fund Allocation	\$6,338,846
State Revenue	\$1,288,735
Federal Revenue	\$0
Other Revenue	\$9,476,892
Fund Balance	\$0
Total Requirements	\$17,104,473
Gross Appropriations	\$17,251,381
Intrafund Transfers	\$(146,908)
Reserves	\$0
Number of Positions	66.0
Number of FTEs	66.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Custody Programs

Program: Custody Programs

Program Outcome Statement

Provide Safe and Secure Environment To Facilitate Goals

Description of Services

Custody programs house minimum security-risk male and minimum to high security-risk female inmates in a safe and secure environment; provides public and rehabilitative services to promote community safety; support the successful transition of inmates back into the community; prevent 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, the Women's Transitional Facility, and the Men's Transitional Facility; and three custody alternatives programs, the Sheriff's Work Program, Electronic Monitoring, and Work Furlough.

Outcome Measures

Number of total assaults at Women's Correctional Center

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
5	4	0

Percent of total inmate population participating in custody alternative programs

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
28%	30%	30%

Description of Results

Custody Programs incorporates several different facets of incarceration and rehabilitation. The Women's Correctional Center (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% and higher. WCC provides numerous programs and classes such as GED, Life Skills, Computer Training, Vocabulary, Project Read and Substance abuse counseling. The Women's Transitional Facility (WTF) allows sentenced female inmates to obtain both personal and vocational skills to successfully re-enter society. Male inmates housed at the Men's Transitional Facility (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. Sheriff's Work Program inmates provides approximately 300,000 labor hours a year to non-profit community organizations.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$11,051,184	Total Sources	\$10,948,654
General Fund Allocation	\$7,595,865	General Fund Allocation	\$7,526,033
State Revenue	\$1,345,513	State Revenue	\$1,469,553
Federal Revenue	\$1,068,656	Federal Revenue	\$911,918
Other Revenue	\$1,041,150	Other Revenue	\$1,041,150
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$11,051,184	Total Requirements	\$10,948,654
Gross Appropriations	\$12,097,749	Gross Appropriations	\$11,943,654
Intrafund Transfers	\$(1,046,565)	Intrafund Transfers	\$(995,000)
Reserves	\$0	Reserves	\$0
Number of Positions	38.0	Number of Positions	37.0
Number of FTEs	37.0	Number of FTEs	37.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Custody Programs - Jail Planning Unit

Program: Jail Planning Unit

Program Outcome Statement

Provide oversight on the replacement jail construction project.

Description of Services

The Jail Planning Unit will oversee the jail project from planning to occupancy and represents the project's best interest by serving as the "common thread" throughout the jail project and is involved in all decisions regarding project budget. The Unit will oversee all transition responsibilities and prepare staffing plan analysis and work with the Corrections Standards Authority (CSA) to ensure compliance. Additionally, the Unit will oversee all functional planning and scenario development and will attend all construction meetings, interface with contractor on items supplied (FF&E), warranty information, permits and agency approvals.

Outcome Measures

Percent of project milestones met

FY 2009-10 Actual

100%

FY 2010-11 Estimate

100%

FY 2011-12 Target

100%

Percent of compliance with statutory regulations

FY 2009-10 Actual

N/A

FY 2010-11 Estimate

100%

FY 2011-12 Target

100%

Description of Results

The Jail Planning Unit has been established to plan for the replacement jail project and overcrowding mitigation at our adult correctional facilities. As part of JPU's mitigation effort, the Medium Security Facility (MSF) was refurbished in La Honda preparing 116 beds for occupancy and CSA's compliance. The JPU continues to provide oversight of the MSF ensuring all communication technology is maintained and building inspections performed. The County is planning to replace the Maple Street Correctional Facilities. This includes the Women's Correctional Center (WCC), Women's Transitional Facility (WTF), Men's Transitional Facility (MTF), and Alternative Sentencing Bureau (Sheriff's Work Program, Work Furlough, and Electronic Monitoring Program). The replacement jail will be located on the recently acquired 4.7 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. The replacement jail would also enable the Sheriff's Office to alleviate overcrowding at the Maguire Correctional Facility.

FY 2010-11 Current Revised Budget

Total Sources	\$735,965
General Fund Allocation	\$735,965
State Revenue	\$0
Federal Revenue	\$0
Other Revenue	\$0
Fund Balance	\$0
Total Requirements	\$735,965
Gross Appropriations	\$735,965
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	3.0
Number of FTEs	3.0

FY 2011-12 Recommended Budget

Total Sources	\$718,470
General Fund Allocation	\$718,470
State Revenue	\$0
Federal Revenue	\$0
Other Revenue	\$0
Fund Balance	\$0
Total Requirements	\$718,470
Gross Appropriations	\$1,218,470
Intrafund Transfers	\$(500,000)
Reserves	\$0
Number of Positions	3.0
Number of FTEs	3.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Forensic Laboratory

Program: Forensic Laboratory

Program Outcome Statement

Provide thorough, timely, and quality forensic analysis

Description of Services

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.

Outcome Measures

Number of items and analysis requests generated by field calls

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
587	250	250

Number of positive associations in AFIS, CODIS, and NIBIN

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
203	100	N/A

Description of Results

The San Mateo County Sheriff's Office Forensic Laboratory demonstrated its accuracy of analysis 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 3,800 Major Case items for processing, and 587 items and analysis requests generated by field calls, and despite being short-staffed, 83% were completed within ten days. To reduce case backload, 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, 91% of customers rated the Crime Lab services as good or better.

FY 2010-11 Current Revised Budget

Total Sources	\$8,858,902
General Fund Allocation	\$2,956,960
State Revenue	\$1,377,476
Federal Revenue	\$3,053,016
Other Revenue	\$1,471,450
Fund Balance	\$0
Total Requirements	\$8,858,902
Gross Appropriations	\$9,685,476
Intrafund Transfers	\$(826,574)
Reserves	\$0

Number of Positions	31.0
Number of FTEs	29.0

FY 2011-12 Recommended Budget

Total Sources	\$8,641,599
General Fund Allocation	\$2,608,442
State Revenue	\$1,499,806
Federal Revenue	\$2,226,442
Other Revenue	\$2,306,909
Fund Balance	\$0
Total Requirements	\$8,641,599
Gross Appropriations	\$8,641,599
Intrafund Transfers	\$0
Reserves	\$0

Number of Positions	30.0
Number of FTEs	29.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Investigations - HIDTA

Program: Investigations - High Intensity Drug Trafficking Area (HIDTA)

Program Outcome Statement

Coordinate Investigative Strategies to Disrupt Drug Trafficking Organizations

Description of Services

HIDTA provides fiscal support to five investigative initiatives to ensure necessary expenses such as travel, undercover purchases of contraband or information, surveillance equipment, IT equipment and software are provided. Provide equipment through the equipment lending program with the necessary technical support. Provide law enforcement and analytical training to enhance investigative efforts. Produce threat assessment and strategic reporting publications to client agencies and the public. Provide de-confliction services to law enforcement agencies. Provide fiscal and logistic support to community prevention programs.

Outcome Measures

Number of dismantled Drug Trafficking organizations

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
33	30	30

Number of Title III Electronic Surveillance Program events

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
26	25	25

Description of Results

In 2010 the Northern California High Intensity Drug Trafficking Area (NCHIDTA) Initiatives disrupted or dismantled 33 Drug Trafficking Organizations. There were 113 new cases initiated and 201 cases were referred to other agencies outside of the NCHIDTA Area Of Responsibility (AOR). The NCHIDTA Investigative Support Center (ISC) provided analytical support to 370 investigative cases. Law enforcement agencies utilized the NCHIDTA to de-conflict 5,386 events and 17,492 case/subjects. The Equipment Lending Program made 322 loans with associated technical support. The NCHIDTA utilized its Title III Electronic Surveillance Program for 26 Title III events. From the financial crimes aspect, the ISC reviewed 473 suspicious activity reports.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,171,483	Total Sources	\$1,200,567
General Fund Allocation	\$107,208	General Fund Allocation	\$75,494
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$1,064,275	Federal Revenue	\$1,125,073
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,171,483	Total Requirements	\$1,200,567
Gross Appropriations	\$1,171,483	Gross Appropriations	\$1,200,567
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	7.0	Number of Positions	7.0
Number of FTEs	7.0	Number of FTEs	7.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Investigations - RTTAC/Fusion Center

Program: Investigations - RTTAC/Fusion Center

Program Outcome Statement

Improved Homeland Security through information sharing and training

Description of Services

Providing timely, accurate and relevant threat and criminal intelligence to local, state, tribal, federal and critical infrastructure partners to prevent and mitigate terrorist and other criminal threats to public safety. Providing Homeland Security training regarding threats, vulnerabilities, and suspicious activity reporting. Providing investigative equipment and technical support for major criminal investigations and special events to the region's federal, state and local law enforcement agencies. Providing short and long term analytical case support to federal, state and local law enforcement agencies for major criminal investigations and suspicious activity reports.

Outcome Measures

Number of disseminated Intelligence and Information bulletins

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
240	300	325

Number of critical Infrastructure vulnerability assessments

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
32	40	45

Description of Results

The Regional Terrorist Threat Assessment Center (RTTAC) / Fusion Center provides timely, accurate and relevant threat and criminal intelligence to local, state, tribal, federal and critical infrastructure partners to prevent and mitigate terrorist and other criminal threats to public safety. In 2010, the Program disseminated 240 Intelligence and Information bulletins to the region and trained 1,612 students in the field of homeland security training. The Program provided equipment on 322 occasions to support law enforcement investigations and provided analytical case support to 370 law enforcement cases. In addition, the Program also conducted 32 critical infrastructure vulnerability assessments to improve facility protection.

FY 2010-11 Current Revised Budget

Total Sources	\$4,467,112
General Fund Allocation	\$(24,847)
State Revenue	\$0
Federal Revenue	\$4,491,959
Other Revenue	\$0
Fund Balance	\$0
Total Requirements	\$4,467,112
Gross Appropriations	\$4,467,112
Intrafund Transfers	\$0
Reserves	\$0

Number of Positions	11.0
Number of FTEs	11.0

FY 2011-12 Recommended Budget

Total Sources	\$5,431,950
General Fund Allocation	\$(28,371)
State Revenue	\$0
Federal Revenue	\$5,470,321
Other Revenue	\$0
Fund Balance	\$0
Total Requirements	\$5,431,950
Gross Appropriations	\$5,431,950
Intrafund Transfers	\$0
Reserves	\$0

Number of Positions	13.0
Number of FTEs	13.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Investigations Bureau

Program: Investigations Bureau

Program Outcome Statement

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

Description of Services

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 Offices joint task forces.

Outcome Measures

Number of Misdemeanor cases filed with the District Attorney's Office

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
1,500	1,600	1,600

Number of Felony cases filed with the District Attorney's Office

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
502	550	550

Description of Results

In the past fiscal year, the Investigations Bureau reviewed almost 8,500 cases, performed over 6,200 investigations and submitted 24% of the cases to the District Attorney's Office for prosecution. The Sheriff's Gang Intelligence Unit / Gang Task Force validated over 311 gang members, made 362 arrests for crimes committed by gang members and submitted over 1,000 cases to the District Attorney's Office for prosecution. Through collaborative efforts, 64% of the cases submitted to the D.A.'s Office 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 and security surveys and assessments to ensure County employee safety. The Sheriff's Office has a Lieutenant on site at the San Mateo Medical Center (SMMC) and the Health System to coordinate security issues for the Center and nine medical and mental health clinics located throughout the County.

FY 2010-11 Current Revised Budget

Total Sources	\$15,922,449
General Fund Allocation	\$8,424,340
State Revenue	\$4,049,758
Federal Revenue	\$970,500
Other Revenue	\$2,477,851
Fund Balance	\$0
Total Requirements	\$15,922,449
Gross Appropriations	\$15,630,788
Intrafund Transfers	\$(608,339)
Reserves	\$0
Number of Positions	54.0
Number of FTEs	54.0

FY 2011-12 Recommended Budget

Total Sources	\$14,548,278
General Fund Allocation	\$7,276,501
State Revenue	\$4,198,714
Federal Revenue	\$775,254
Other Revenue	\$2,297,809
Fund Balance	\$0
Total Requirements	\$14,548,278
Gross Appropriations	\$15,216,613
Intrafund Transfers	\$(668,335)
Reserves	\$0
Number of Positions	51.0
Number of FTEs	51.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Maguire Correctional Facility

Program: Maguire Correctional Facility

Program Outcome Statement

Safely House and Ensure Due Process for County's Inmates

Description of Services

The Maguire Correctional Facility (MCF) serves the community by incarcerating pre-trial and Court-sentenced inmates in a humane and respectful environment. MCF assists the Court, law enforcement agencies, inmates and their families by operating a safe and secure correctional facility that ensures defendants appear in Court and complete jail sentences. Inmates are incarcerated in a manner, which provides for their medical, nutritional, hygienic, legal, and spiritual needs.

Outcome Measures

Number of inmate assaults on staff

FY 2009-10 Actual

11

FY 2010-11 Estimate

10

FY 2011-12 Target

0

Number of inmates released in error

FY 2009-10 Actual

0

FY 2010-11 Estimate

0

FY 2011-12 Target

0

Description of Results

Despite being over its rated inmate capacity by 20% to 40%, the Maguire Correctional Facility continues to operate safely and effectively, and had no discrepancies listed in the two day state inspection of the facility. MCF booked over 16,500 inmates this past year, including gang members, and assaultive / suicidal inmates, and there were minimal assaults on staff or other inmates. Correctional staff has strengthened its relationship with Mental Health staff to address an increase in demand for mental health services. These steps have included an emphasis on developing and adhering to approved Inmate Management Plans to effectively manage and meet the needs of those inmates who require additional supervision and care, resulting in a decrease of violent incidents. MCF hosts several different religious services, and has operated over 20 educational, and substance abuse programs throughout the year. As part of our continuum of care re-entry model, the Release on Own Recognizance Program (ROR) continues to operate effectively with the Probation Department and the Courts, providing data to both of those agencies for the pre-trial reports for each inmate sent to court for arraignment.

FY 2010-11 Current Revised Budget

Total Sources	\$55,504,064
General Fund Allocation	\$42,349,195
State Revenue	\$10,349,461
Federal Revenue	\$1,846,500
Other Revenue	\$958,908
Fund Balance	\$0
Total Requirements	\$55,504,064
Gross Appropriations	\$55,504,064
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	224.0
Number of FTEs	224.0

FY 2011-12 Recommended Budget

Total Sources	\$54,736,381
General Fund Allocation	\$40,276,715
State Revenue	\$11,045,692
Federal Revenue	\$1,446,500
Other Revenue	\$967,474
Fund Balance	\$0
Total Requirements	\$53,736,381
Gross Appropriations	\$53,736,381
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	219.0
Number of FTEs	219.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Office of Emergency Services

Program: Office of Emergency Services

Program Outcome Statement

Provide Effective Emergency Services to San Mateo County

Description of Services

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. OES also performs major planned event services, volunteer recruitment and training, as well as Homeland Security funding coordination to support public safety efforts. OES strives to reduce loss of life, injury and property, and assist federal, state, and local jurisdictions with terrorism prevention, event mitigation, and disaster preparedness.

Outcome Measures

Total number of calls for service - Mutual Aid, Search and Rescue, Bomb Squad

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
638	685	685

Percent of emergency incidents responded to within 1 hour

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Description of Results

The Office of Emergency Services and Homeland Security (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.

FY 2010-11 Current Revised Budget

Total Sources	\$12,473,963
General Fund Allocation	\$2,005,389
State Revenue	\$529,339
Federal Revenue	\$8,569,251
Other Revenue	\$1,369,984
Fund Balance	\$0
Total Requirements	\$12,473,963
Gross Appropriations	\$12,473,963
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	10.0
Number of FTEs	10.0

FY 2011-12 Recommended Budget

Total Sources	\$7,060,284
General Fund Allocation	\$1,983,103
State Revenue	\$576,762
Federal Revenue	\$3,630,435
Other Revenue	\$869,984
Fund Balance	\$0
Total Requirements	\$7,060,284
Gross Appropriations	\$7,060,284
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	10.0
Number of FTEs	10.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Patrol Bureau

Program: Patrol Bureau

Program Outcome Statement

Keep communities safe by providing quality law enforcement services

Description of Services

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, and San Carlos; supplemental policing services to County Service Areas #1 and #8; and transit police services for SamTrans / JTPA Transportation District.

Outcome Measures

Average Response Time - Urban and Rural

FY 2009-10 Actual

5:14 / 10:59

FY 2010-11 Estimate

5:00 / 11:00

FY 2011-12 Target

5:00 / 11:00

Number of Right-of-Way trespassing interventions and citations annually - CalTrain

FY 2009-10 Actual

131

FY 2010-11 Estimate

150

FY 2011-12 Target

175

Description of Results

The Patrol Bureau is comprised of Headquarters Patrol that serves the Bayside areas; Coast side 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 75,000 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, Caron Program, 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.

FY 2010-11 Current Revised Budget

Total Sources	\$32,470,783
General Fund Allocation	\$15,661,099
State Revenue	\$5,661,903
Federal Revenue	\$279,361
Other Revenue	\$10,868,420
Fund Balance	\$0
Total Requirements	\$32,470,783
Gross Appropriations	\$32,528,393
Intrafund Transfers	\$(57,610)
Reserves	\$0
Number of Positions	128.0
Number of FTEs	117.0

FY 2011-12 Recommended Budget

Total Sources	\$34,357,070
General Fund Allocation	\$14,158,413
State Revenue	\$6,178,006
Federal Revenue	\$214,021
Other Revenue	\$13,806,630
Fund Balance	\$0
Total Requirements	\$34,357,070
Gross Appropriations	\$34,098,191
Intrafund Transfers	\$258,879
Reserves	\$0
Number of Positions	127.0
Number of FTEs	124.0

PROGRAM SUMMARY

Department: Sheriff's Office

Division: Professional Standards Bureau

Program: Professional Standards Bureau

Program Outcome Statement

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

Description of Services

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.

Outcome Measures

Total number of hours of training conducted: Standards and Training for Corrections (STC) / Police Office

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
7,910	8,000	8,000

Number of hours of firing range training: Sheriff's Office and all other agencies

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
1,745	1,700	1,850

Description of Results

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, 91% successfully completed the probationary period, and 38% were women and/or minority. The Training Unit oversees all sworn officer training, as well as weapons and specialized training. This year, the entire Sheriff's Office was in full compliance with State regulatory authorities (POST and STC), and the unit arranged 7,910 hours of training, with each sworn officer receiving an average of 18 hours of training. Relief Staffing Unit works to reduce overtime expenditures by providing the initial resource for backfill staffing. The Coyote Point Firing Range serves 26 law enforcement agencies as a facility for mandated peace officer firearm qualifications, and provided 1,745 hours of firing range training.

FY 2010-11 Current Revised Budget

Total Sources	\$12,839,754
General Fund Allocation	\$10,900,068
State Revenue	\$1,122,981
Federal Revenue	\$0
Other Revenue	\$816,705
Fund Balance	\$0
Total Requirements	\$12,839,754
Gross Appropriations	\$12,948,446
Intrafund Transfers	\$(108,692)
Reserves	\$0
Number of Positions	55.0
Number of FTEs	55.0

FY 2011-12 Recommended Budget

Total Sources	\$10,899,430
General Fund Allocation	\$8,868,060
State Revenue	\$1,214,665
Federal Revenue	\$0
Other Revenue	\$816,705
Fund Balance	\$0
Total Requirements	\$10,899,430
Gross Appropriations	\$11,008,122
Intrafund Transfers	\$(108,692)
Reserves	\$0
Number of Positions	45.0
Number of FTEs	45.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Administrative and Support Services

Reduction: Administrative and Support Services - Fiscal Office Assistant

Description of Impacts from Budget Reduction

The duties of this position are time-sensitive and need to be completed daily. On a daily basis this Fiscal Office Assistant (FOA) processes an average of 15-20 bails and reviews 5 Office Depot orders electronically. This FOA position is also responsible for paying all of the Office Depot Invoices for the Office. Annually this position pays 945 Office Depot invoices in addition to invoices for other vendors. This FOA position reviews, processes, and pays bills for over 20 Units within Sheriff's Office; maintains Fiscal Bureau's archive records including Jail Shift Envelopes; and orders office supplies for the Fiscal Bureau.

Losing this FOA position will have a negative impact on the workload of other staff within the Sheriff's Fiscal Bureau. This will also have an impact on the timely review/processing and delivery of the bails received from the Jail to the Courts. Review and release of electronic purchases from Office Depot will also be delayed as this task will now have to be incorporated within another employee's regular duties.

FY 2011-12 Unfunded Budget

Total Sources	\$81,376	Total Requirements	\$81,376
General Fund Allocation	\$81,376	Gross Appropriations	\$81,376
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Court Security and Transportation Services

Reduction: Court Security & Transportation Services - Deputies to Correctional Ofcs

Description of Impacts from Budget Reduction

The elimination of the Deputy Sheriffs and replacing them with Correctional Officers from Maguire Correctional Facility will have little effect on the operation. The Fourth Floor Holding cell area is essentially an extension of the jail. It is a secured environment where several inmates do not wear restraints and the Deputy Sheriffs assigned there are not armed. This assignment will become a service provided by the Maguire Correctional Facility that could make adjustments to the position and freeing staff for jail assignments when court is not in session.

FY 2011-12 Unfunded Budget

Total Sources	\$45,984	Total Requirements	\$45,984
General Fund Allocation	\$45,984	Gross Appropriations	\$45,984
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Court Security and Transportation Services

Reduction: Court Security and Transportation Services - Court Holding Cells - Deputy Sheriffs

Description of Impacts from Budget Reduction

The closure of the second floor holding cell will seriously impact the court proceedings in the Superior Court. Currently, two Deputy Sheriffs stage inmates in this location prior to appearing before the Presiding Criminal Judge. Attorneys are able to conference with in-custody client prior to the proceedings. The inmates are then placed in order on the courts calendar and moved before the judge for the session. This process also remedies the other criminal courts on the second floor as it affords the attorneys an opportunity to confer in private without making the attorney meet clients in the jail. Closing the holding cell area will significantly slow down the courts calendar due to inmates being brought to the court one at a time from the 4th floor holding cell or the jail.

FY 2011-12 Unfunded Budget

Total Sources	\$387,608	Total Requirements	\$387,608
General Fund Allocation	\$387,608	Gross Appropriations	\$387,608
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Custody Programs

Reduction: Custody Programs - Sheriff's Work Program - Legal Office Specialist

Description of Impacts from Budget Reduction

The duties and responsibilities of the dayshift Monday through Friday Legal Office Specialist (LOS) assigned to Sheriff's Work Program (SWP) will be absorbed by the one LOS assigned to each team and the sworn staff assigned to the team. The LOS currently assigned to the Monday through Friday position has been on disability for some time and the overtime has not been filled. There will be little or no impact on operations, the amount of work will increase for the other staff members and some process may be delayed slightly.

FY 2011-12 Unfunded Budget

Total Sources	\$98,380	Total Requirements	\$98,380
General Fund Allocation	\$98,380	Gross Appropriations	\$98,380
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Forensic Laboratory

Reduction: Forensic Laboratory - Quality Assurance Manager

Description of Impacts from Budget Reduction

The Quality Assurance Manager position is important to maintaining a high level of service and quality for the Crime Lab. By eliminating the Quality Assurance Manager position, the position duties will need to be spread out over other positions. This will eliminate a promotional opportunity for employees, as well as put an additional workload burden on the entire staff.

FY 2011-12 Unfunded Budget

Total Sources	\$175,415	Total Requirements	\$175,415
General Fund Allocation	\$175,415	Gross Appropriations	\$175,415
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Investigations Bureau

Reduction: Investigations Bureau - REACT Program - Sergeant and Deputy Sheriff

Description of Impacts from Budget Reduction

Within our jurisdiction alone, it is not uncommon to receive at least one report of some type of identity theft or internet fraud daily. Should the positions of Sheriff's Sergeant and Detective be eliminated, the access and priority handling of our cases would cease to exist. The Sheriff's Office enjoys a close partnership with REACT and frequently utilizes the services of REACT personnel to conduct forensic examinations on computers, cellular telephones and other devices. REACT personnel have been instrumental in the investigation of Sheriff's Office cases including murders, sexual assault, kidnapping, and threats to SMO elected officials. The ability to utilize SO personnel and their resources would cease to exist. The suspects and instrumentalities involved in the commission of cyber and high-tech crimes may be located hundreds or thousands of miles away from the victim. The Office will lose our ability to effectively investigate these high-tech crimes which may result in a breeding ground for criminal activity and victimization of the citizens in San Mateo County and surrounding communities. Savings from position eliminations would be offset by a decrease in REACT funding of \$180,000.

FY 2011-12 Unfunded Budget

Total Sources	\$668,113	Total Requirements	\$668,113
General Fund Allocation	\$488,113	Gross Appropriations	\$668,113
State Revenue	\$180,000	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Investigations Bureau

Reduction: Investigations Bureau - Sheriff's Captain

Description of Impacts from Budget Reduction

The elimination of the vacant Captain of the Investigation Division equates to a 25% reduction of the Sheriff's command staff. The loss of this key position could dramatically affect the leadership, management, efficiency and quality assurance of core services delivered to the community. High profile and high liability investigative follow up including, but not limited to: homicide, robbery, assault, sex related crimes, identity theft, and multi-jurisdictional task forces like the Narcotics Task Force could be at risk with the loss of this position. Reduced management and oversight of the Property and Evidence Unit; responsible for the security and control of large quantities of illegal drugs, weapons, cash, and other contraband pose additional concern for the organization. Ultimately, the elimination of this senior management position could result in a decrease of public confidence in our ability to solve complex crimes in the manner they have become accustomed to in the past.

FY 2011-12 Unfunded Budget

Total Sources	\$306,412	Total Requirements	\$306,412
General Fund Allocation	\$306,412	Gross Appropriations	\$306,412
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Maguire Correctional Facility

Reduction: Maguire Correctional Facility - Correctional Food Services

Description of Impacts from Budget Reduction

The reduction of the food services budget will affect the facility in a number of ways. The more expensive menu choices for the inmates and staff will be removed. This will result in more repetition of inmate and staff meals, which may increase grievances regarding the food from inmates. In order to achieve savings, many options will be reviewed and implemented. An example is possibly switching from serving two hot meals and one cold meal per day to serving two cold meals and one hot meal per day. With this option, savings will be realized in the cost of food as well as staff time, as both of the cold meals can be prepared at the same time reducing the need for at least one additional cook on the kitchen staff. There may be a need to buy refrigeration units for each pod to keep the second cold meal fresh until it is served. This will be a one time cost and should not affect the budget significantly.

FY 2011-12 Unfunded Budget

Total Sources	\$700,000	Total Requirements	\$700,000
General Fund Allocation	\$700,000	Gross Appropriations	\$700,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Maguire Correctional Facility

Reduction: Maguire Correctional Facility - Legal Office Specialists

Description of Impacts from Budget Reduction

During the interview process assistance from the Intake Classification Officer (ICO) will be necessary for coverage. The remaining two ROR Legal Office Specialist (LOS) staff will fill in the remaining eight hours not covered and will do data input and be cross trained for interviewing. These personnel will be used for vacation and sick leave coverage and court desk duties. At MCF, two of the LOSs from MCF will effect operations in the facility. Currently there are 4.5 LOS assigned to the dayshift and 3.5 assigned to the night shift. With the elimination of one LOS from each day team there will be times when certain operations will not be able to function as they have in the past. There will be no LOS assigned to the release area and there will be no LOS to staff the lobby on Wednesdays. With this change, there will be no visiting from Monday to Wednesday, which will relieve the pressure on the sworn staff member who is assigned to the lobby on Wednesday. While two LOSs will still have a short day on Saturday, there is no visiting in the morning so the lobby can be short staffed during that time and the booking counter can work short for the last four hours of Saturday while that LOS leaves

FY 2011-12 Unfunded Budget

Total Sources	\$491,900	Total Requirements	\$491,900
General Fund Allocation	\$491,900	Gross Appropriations	\$491,900
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	5.0
Other Revenue	\$0	Funded FTE	5.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Patrol Bureau

Reduction: Patrol Bureau - Patrol Trainee

Description of Impacts from Budget Reduction

The FTO positions permit our training program to extend or remediate trainees without preventing other deputy trainees from entering the training program. Any hiring more than the number of trainee positions will cause a backup in our training program. Additionally, when there are not enough FTP positions available, it can cause trainees to enter the program at the end of their probationary period. Any trainee that completes their probation period, trained or not, is no longer considered an "at will" employee. Many local police departments within San Mateo County are considering law enforcement contracts with the Sheriff's Office, and these contracts can cause an influx of new hires that require additional training. Eliminating one or more positions in the FTP would extremely hamper our efforts to effectively train new deputies in a timely manner. Lastly, if the training position is cut and are required to train more trainees than the budget allows, trainees would have to be assigned regular patrol positions. These regular positions are assigned to beat deputies, which means these beats will have to be filled by deputies on overtime.

FY 2011-12 Unfunded Budget

Total Sources	\$193,804	Total Requirements	\$193,804
General Fund Allocation	\$193,804	Gross Appropriations	\$193,804
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Professional Standards Bureau

Reduction: Professional Standards Bureau - Range Sergeant

Description of Impacts from Budget Reduction

The Range Master is responsible for the day to day activities at the range for both the Sheriff's Office and many other agencies that utilize the range. The range is open five days per week for law enforcement agencies as well as on the weekend for the general public. The Range Master acts as the agency firearm armorer and is responsible for calibrating, testing, and documenting the use of all Tasers assigned to the Sheriff's Office. The loss of this position will require the Training Unit Sergeant to take on the responsibilities of range safety, maintenance, and scheduling. The position of Armorer will need to be conducted by individual range staff on a case by case basis as they perform these duties as a collateral duty assignment due to being assigned throughout the organization.

FY 2011-12 Unfunded Budget

Total Sources	\$220,763	Total Requirements	\$220,763
General Fund Allocation	\$220,763	Gross Appropriations	\$220,763
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Professional Standards Bureau

Reduction: Professional Standards Bureau - Relief Staffing Unit Deputy Sheriffs

Description of Impacts from Budget Reduction

The RSU is responsible for filling vacancies throughout the three core service areas of the organization: Corrections, Transportation, and Patrol. The intent of the RSU was to relieve the organization from paying overtime for an employee to cover for vacancies, or leave replacement. The Sheriff will continue to monitor and effectively manage overtime expenses in all service areas. This will reduce the Relief Staffing Unit from 18 authorized positions to 11 authorized positions.

FY 2011-12 Unfunded Budget

Total Sources	\$1,356,628	Total Requirements	\$1,356,628
General Fund Allocation	\$1,356,628	Gross Appropriations	\$1,356,628
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	7.0
Other Revenue	\$0	Funded FTE	7.0

UNFUNDED PROGRAM SUMMARY

Department: Sheriff's Office

Division: Professional Standards Bureau

Reduction: Professional Standards Bureau - Technical Services Unit - IT Spvrs and Sr IT Tech

Description of Impacts from Budget Reduction

The reduction of an IT Supervisor will have a big effect on an already over-tasked unit. The Supervisor is responsible for work flow assurances as well as personnel supervision. The reduction of this position will affect the IT Manager who will have the new responsibility of handling the day to day supervision of staff while continuing to manage large projects and write & inspect RFPs, amongst other responsibilities.

The reduction of one Senior IT Technician will limit the units ability to respond to calls for service and to perform mandatory preventative maintenance on Sheriff's Office Information Technology systems. Additionally, it will limit the unit's ability to conduct special field support operations.

FY 2011-12 Unfunded Budget

Total Sources	\$287,912	Total Requirements	\$287,912
General Fund Allocation	\$287,912	Gross Appropriations	\$287,912
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

Message Switch (1940B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	571,008	601,894	589,396	587,396	(2,000)
Interfund Revenue	1,713	587	1,192	1,680	488
Miscellaneous Revenue	11,522	8,683			
Total Revenue	584,243	611,164	590,588	589,076	(1,512)
Fund Balance	452,545	546,311	668,278	661,739	(6,539)
TOTAL SOURCES	1,036,788	1,157,475	1,258,866	1,250,815	(8,051)
REQUIREMENTS					
Services and Supplies	357,678	390,319	467,121	458,757	(8,364)
Other Charges	265,483	265,671	288,181	286,078	(2,103)
Gross Appropriations	623,161	655,989	755,302	744,835	(10,467)
Intrafund Transfers	(132,684)	(134,064)	(138,175)	(149,687)	(11,512)
Net Appropriations	490,477	521,925	617,127	595,148	(21,979)
Contingencies/Dept Reserves	546,311	635,550	641,739	655,667	13,928
TOTAL REQUIREMENTS	1,036,788	1,157,475	1,258,866	1,250,815	(8,051)

PROGRAM SUMMARY

Department: Message Switch

Division: Message Switch

Program: Message Switch

Program Outcome Statement

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.

Outcome Measures

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

FY 2009-10 Actual

FY 2010-11 Estimate

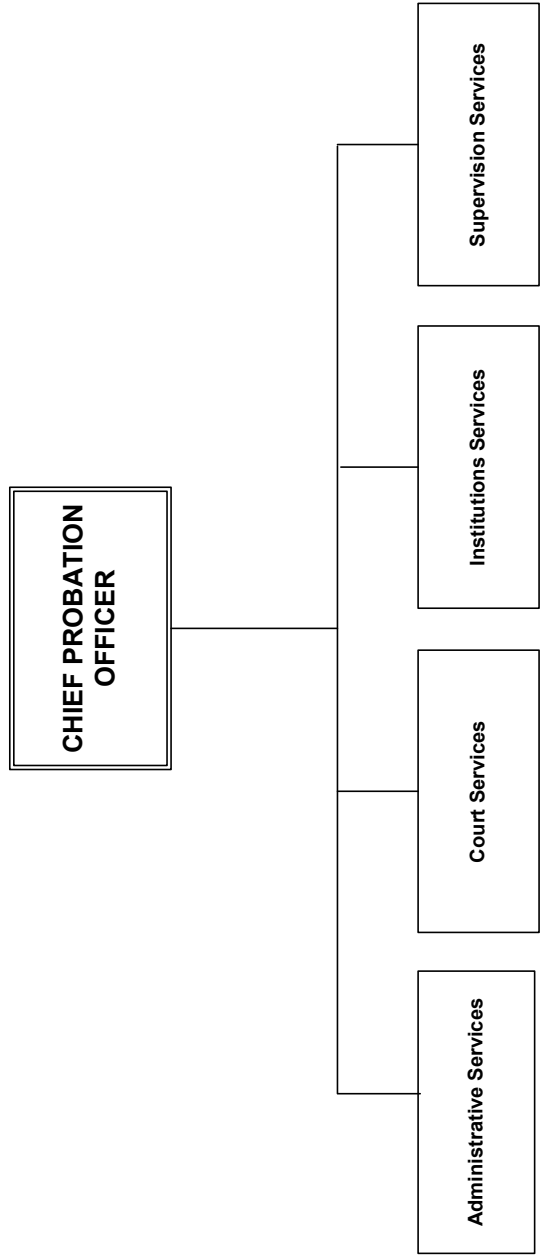
FY 2011-12 Target

Description of Results

The Message Switch system expects to process over 15 million messages during FY 2011-12. 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.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,258,866	Total Sources	\$1,250,815
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$590,588	Other Revenue	\$589,076
Fund Balance	\$668,278	Fund Balance	\$661,739
Total Requirements	\$1,258,866	Total Requirements	\$1,250,815
Gross Appropriations	\$755,302	Gross Appropriations	\$744,835
Intrafund Transfers	\$(138,175)	Intrafund Transfers	\$(149,687)
Reserves	\$641,739	Reserves	\$655,667
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROBATION DEPARTMENT



Probation Department (3200D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	46,365	35,001	30,000	30,500	500
Intergovernmental Revenues	27,773,525	24,340,622	26,973,076	27,021,116	48,040
Charges for Services	1,535,961	1,518,304	1,592,589	1,524,589	(68,000)
Miscellaneous Revenue	108,363	117,147	98,775	106,775	8,000
Total Revenue	29,464,214	26,011,074	28,694,440	28,682,980	(11,460)
Fund Balance	2,289,169	1,246,541	526,030	1,014,393	488,363
TOTAL SOURCES	31,753,383	27,257,615	29,220,470	29,697,373	476,903
REQUIREMENTS					
Salaries and Benefits	53,236,432	53,146,764	52,048,569	49,557,872	(2,490,697)
Services and Supplies	23,113,756	21,015,006	24,406,246	21,261,743	(3,144,503)
Other Charges	15,593,979	15,956,757	16,401,094	16,253,744	(147,350)
Fixed Assets	10,419		170,170		(170,170)
Other Financing Uses		24,933			
Gross Appropriations	91,954,586	90,143,461	93,026,079	87,073,359	(5,952,720)
Intrafund Transfers	(19,806,386)	(18,154,359)	(19,601,306)	(17,087,650)	2,513,656
Net Appropriations	72,148,200	71,989,102	73,424,773	69,985,709	(3,439,064)
Contingencies/Dept Reserves		137,485	137,485	171,000	33,515
TOTAL REQUIREMENTS	72,148,200	72,126,587	73,562,258	70,156,709	(3,405,549)
NET COUNTY COST	40,394,816	44,868,972	44,341,788	40,459,336	(3,882,452)
AUTHORIZED POSITIONS					
Salary Resolution	463.0	437.0	418.0	391.0	(27.0)
Funded FTE	456.9	433.1	408.7	380.7	(27.9)

DEPARTMENT OVERVIEW

Probation Department

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.

Who We Serve / What We Do

Services to the San Mateo County Courts

- Investigate and analyze past criminal history and current conviction/referral
- Develop pre-trial and post-conviction recommendation reports for the Court
- Assess, triage, divert and manage juvenile cases
- Book, detain, and seek alternatives to detention for at-risk youth
- Supervision of individuals accused of criminal violations during pretrial status
- Supervise mentally-ill offenders in collaboration with the Court and BHRS
- Supervise substance abuse offenders in the Bridges day treatment program
- Operate the Juvenile Traffic Court
- Assist victims of crime
- Manage and monitor the collection of restitution payments from offenders
- Seal juvenile court records

Services to Adult and Juvenile Clients on Probation

- Supervise and monitor high-risk offenders convicted of offenses such as domestic violence, sex crimes, violent crimes, and identify gang conditions
- Operate evidence-based supervision of adult offenders
- Offer diversion, minimum supervision and treatment services to eligible clients
- Operate needs-specific specialized caseloads for juvenile offenders
- Monitor low-risk adult and juvenile offenders
- Case manage individuals on home supervision, house arrest, and electronic monitoring
- Coordinate and case manage youth in out-of-home placement
- Collaborate with BHRS, HSA, and CBOs to provide wraparound services to youth

Services to Institutionalized Youth

- Offer secure care and treatment for youth in Juvenile Hall
- Facilitate rehabilitation of juvenile offenders at Camp Glenwood (for boys) and the Margaret J. Kemp Camp (for girls)
- Collaborate with multidisciplinary teams to address the health, mental health, and other treatment needs of detained youth

Services to Youth and Families in the Community

- Collaborate with HSA and Health System staff in the triage and treatment of San Mateo County youth coming to the Assessment Center with a police referral
- Facilitate referrals to specific targeted programs such as petty theft and victim mediation for juvenile offenses
- Divert youth from the juvenile justice system through contracts for behavioral services and informal, pre-court supervision

Major Accomplishments

- Participated in the county's Gang Intelligence and Investigation Unit (GIU) and the Gang Task Force Summer 2010 Deployment to reduce gang violence in high-risk communities and to increase the law enforcement profile in the communities.
- Continued participation in a coordinated law enforcement efforts to reduce gang violence in high-risk communities and to increase the law enforcement profile in the communities.
- Established an evidence-based probation supervision unit for adult offenders.
- Completed and disseminated a Local Action Plan to address needs and services for at-risk youth.
- Successfully completed California Standards Authority inspections of Juvenile Hall and Camps.
- Completed 4 RFPs for treatment services for adult and juvenile clients.
- Contracted with 16 community-based organizations to provide services to clients.

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Federal Grants Match	\$43,970	\$7,731
State Grants Match	\$2,679,232	\$0
A-87 Cost Plan	\$1,261,328	\$1,459,692
Mandated Services	\$30,022,159	\$30,428,059
Non-Mandated Services	\$9,970,099	\$8,563,854
Total Net County Cost	\$43,976,788	\$40,459,336

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$137,485	\$171,000
% of G/F Net Appropriations	0.2%	0.2%

Probation Department

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Administrative Services	\$391,381	\$0	1-37
	Court Services*	\$15,871,184	\$10,374,711	1-38
	Institutions Services*	\$34,458,580	\$18,766,055	1-39
	Supervision Services*	\$19,435,564	\$11,318,570	1-40
	Total	\$70,156,709	\$40,459,336	
Unfunded	Court Services – Eliminate Legal Word Processors	\$277,428	\$277,428	1-41
	State Cuts to Juvenile Justice Programs	\$960,056	\$0	1-41
	Institutions Services – Assessment Center	\$213,854	\$138,854	1-42
	Institutions Services – Margaret J. Kemp Camp	\$1,362,288	\$1,362,288	1-42
	Institutions Services – Eliminate Positions	\$231,375	\$231,375	1-43
	Supervision Services – Eliminate Deputy Probation Officers	\$779,705	\$779,705	1-43
	Supervision Services – Proposition 36 Unit	0\$	\$0	1-44
	Total	\$3,824,706	\$2,789,650	

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Juvenile Traffic	\$355,252		\$355,252	
Camp Kemp Debt Services	\$755,601		\$755,601	
Camp Kemp Minimum Maintenance	\$44,399		\$44,399	
Restore 1 DPO to SSF & Rent	\$240,510		\$240,510	
Restore 1 DPO to EPA & Rent	\$199,290		\$199,290	
Restore 3 DPOs with SB 678 Funds	\$421,608		\$421,608	
Total	\$2,016,660		\$2,016,660	

PROGRAM SUMMARY

Department: Probation Department

Division: Administrative Services

Program: Administrative Services

Program Outcome Statement

Enhance Department operations through executive-level leadership and administrative oversight

Description of Services

The Administrative Services Division is responsible for the efficient operation of probation services through the Court Services, Supervision Services, and Institution Services Divisions. The Division provides services to six core function areas: human resources, fiscal, training, background investigations, State-mandated training, and information technology.

Outcome Measures

Percent of department budget allocated to Administrative Services

FY 2009-10 Actual

7%

FY 2010-11 Estimate

6%

FY 2011-12 Target

6%

Percent of sworn staff in compliance with Correctional Standards Authority (CSA) training requirements

FY 2009-10 Actual

100%

FY 2010-11 Estimate

100%

FY 2011-12 Target

100%

Description of Results

The primary function of Administrative Services are to provide staff with the resources necessary to carry out the department's mission and ensure that department operations are both efficient and effective. Operation expenses in this Division are expected to remain at the current level in FY 2011-12. The Administrative Division will continue its work on IT systems in partnership with the County's Information Services Department. The Division anticipates achieving 100% of compliance to State-mandated training for sworn personnel in FY 2011-12.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$402,410	Total Sources	\$391,381
General Fund Allocation	\$(87,948)	General Fund Allocation	\$0
State Revenue	\$490,208	State Revenue	\$220,231
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$150	Other Revenue	\$150
Fund Balance	\$0	Fund Balance	\$171,000
Total Requirements	\$402,410	Total Requirements	\$391,381
Gross Appropriations	\$4,984,528	Gross Appropriations	\$5,576,602
Intrafund Transfers	\$(4,582,118)	Intrafund Transfers	\$(5,356,221)
Reserves	\$0	Reserves	\$171,000
Number of Positions	14.0	Number of Positions	21.0
Number of FTEs	14.3	Number of FTEs	20.7

PROGRAM SUMMARY

Department: Probation Department

Division: Court Services

Program: Court Services

Program Outcome Statement

Support the Court through investigations and specialized services

Description of Services

The Court Services Division supports the Court by conducting post-adjudication investigations and writing reports. Each year, officers make sentencing and treatment recommendations to Judges for approximately 4,000 adult clients and 2,000 juvenile clients. In addition, Probation Officers supervise over 3,000 clients each year in specialized programs such as Bridges (drug treatment), Drug Court, Pathways (mentally-ill offenders), and CAST (minimum supervision). The Pretrial and Court Work programs for adult clients and Juvenile Traffic Court serve over 10,000 clients each fiscal year.

Outcome Measures

Percent of reports submitted to the Court within established time frames

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
97%	97%	96%

Percent of reports not requiring modification by the Court

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	95%	95%

Description of Results

In FY 2011-12, 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 (97%). Similarly, the Department expects to maintain its past performance of producing high quality reports, of which, 95% of reports do not need modification. Specialized supervision and treatment units, such as Bridges, Drug Court, and Pathways, contribute to an overall probation success rate of 63%. The Department does not anticipate budget-related challenges to the performance of these programs. Three Legal Word Processors (LWP) and 1.5 Deputy Probation Officers for the Proposition 36 unit have been proposed as part of the budget cuts. Staff currently assigned to the LWP function will perform different tasks that assist in the delivery of high-quality reports to the Court. The loss of 1.5 filled DPOs for the Prop 36 unit will mean that clients receive minimal supervision throughout their three year grant of probation.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$13,958,523	Total Sources	\$15,871,184
General Fund Allocation	\$8,618,396	General Fund Allocation	\$10,374,711
State Revenue	\$3,779,746	State Revenue	\$3,998,209
Federal Revenue	\$542,222	Federal Revenue	\$407,605
Other Revenue	\$1,018,159	Other Revenue	\$1,090,659
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$13,958,523	Total Requirements	\$15,871,184
Gross Appropriations	\$20,079,631	Gross Appropriations	\$19,517,350
Intrafund Transfers	\$(6,121,108)	Intrafund Transfers	\$(3,646,166)
Reserves	\$0	Reserves	\$0
Number of Positions	106.0	Number of Positions	101.0
Number of FTEs	101.2	Number of FTEs	96.7

PROGRAM SUMMARY

Department: Probation Department

Division: Institutions Services

Program: Institutions Services

Program Outcome Statement

Ensure public safety through institutional care and rehabilitation for youth

Description of Services

The Institutions Services Division provides institutional care and programming to youth in the juvenile justice system. The Division is responsible for maintaining safe and secure facilities and providing programs for court-involved youth. The Division operates the 180 bed Youth Services Center, the 60-bed Camp Glenwood facility and aftercare, the G.I.R.L.S. aftercare program, the Community Care Program (Weekend Work), and diversion services. Approximately 100 rehabilitative programs are offered to youth each year and approximately 650 youth are supervised in the electronic monitoring program (EMP).

Outcome Measures

Average daily Juvenile Hall population

FY 2009-10 Actual

154

FY 2010-11 Estimate

113

FY 2011-12 Target

120

Percent of youth successfully completing the Community Care Program

FY 2009-10 Actual

89%

FY 2010-11 Estimate

90%

FY 2011-12 Target

92%

Description of Results

In FY 2011-12, the Division expects to house approximately 2,000 youth at the Youth Services Center and 80 boys at Camp Glenwood. By providing constructive weekend service projects for about 100 youth, the County will save about \$1 million in detention bed savings in FY 2011-12. Budget reductions require the closure of the Margaret J. Kemp Camp and the girls currently in Camp Kemp will be moved to the Juvenile Hall and will receive similar services. A total of 10 filled Group Supervisor positions will be eliminated due to the Camp closure, but current staffing levels in the Hall can absorb the additional clients. The hours of operation and work days for the Assessment Center will be reduced due to budget reductions, which means that more youth will be detained in juvenile hall without a multidisciplinary assessment that indicates alternatives to detention. One vacant Institutions Services Manager I position and one filled Administrative Secretary II position will be eliminated to meet budget target; for each reduction in staff, the Division will reallocate work among remaining staff.

FY 2010-11 Current Revised Budget

Total Sources	\$41,329,309
General Fund Allocation	\$26,688,434
State Revenue	\$10,758,800
Federal Revenue	\$2,303,720
Other Revenue	\$1,052,325
Fund Balance	\$526,030
Total Requirements	\$41,329,309
Gross Appropriations	\$42,403,658
Intrafund Transfers	\$(1,211,834)
Reserves	\$137,485
Number of Positions	182.0
Number of FTEs	178.3

FY 2011-12 Recommended Budget

Total Sources	\$34,458,580
General Fund Allocation	\$18,766,055
State Revenue	\$12,058,314
Federal Revenue	\$1,936,493
Other Revenue	\$854,325
Fund Balance	\$843,393
Total Requirements	\$34,458,580
Gross Appropriations	\$35,240,031
Intrafund Transfers	\$(781,451)
Reserves	\$0
Number of Positions	164.0
Number of FTEs	159.5

PROGRAM SUMMARY

Department: Probation Department

Division: Supervision Services

Program: Supervision Services

Program Outcome Statement

Increase court order compliance through supervision of offenders

Description of Services

The Supervision Services Division provides monitoring of approximately 2,000 youth and 3,900 adults on Probation in three field offices throughout the County. Staff develop case plans, make contacts, and provide case management, treatment, and referrals to help youth and adults complete court orders without re-offending. Probation collaborates with other law enforcement agencies, county agencies, and contracted treatment providers and plays a central role in maintaining public safety and healthy communities.

Outcome Measures

Percent of juvenile probationers completing probation without new sustained law violation

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
75%	70%	70%

Percent of adult probationers completing probation without new sustained law violation

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
63%	63%	63%

Description of Results

Approximately 75% juveniles and 63% 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. New State funding for evidence-based supervision of adult clients will allow the Department to fund three Deputy Probation Officer positions. Budget reductions require the elimination of one vacant Probation Services Manager I, one vacant Deputy Probation Officer, and one vacant Public Services Specialist. Deleting these vacant positions will mean that the Department has less ability to meet the demand of Supervision operations, especially at the service / client level. In addition, three filled Deputy Probation Officers in adult supervision will be cut to meet budget target, which means that the staff-to-client ratio for remaining officers will increase thereby reducing the amount of supervision an officer can provide for each client and increasing the likelihood that a client may violate the terms of his probation which may affect community safety.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$17,872,016	Total Sources	\$19,435,564
General Fund Allocation	\$9,122,906	General Fund Allocation	\$11,318,570
State Revenue	\$5,317,354	State Revenue	\$5,362,997
Federal Revenue	\$3,330,026	Federal Revenue	\$2,652,267
Other Revenue	\$101,730	Other Revenue	\$101,730
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$17,872,016	Total Requirements	\$19,435,564
Gross Appropriations	\$25,558,262	Gross Appropriations	\$26,739,376
Intrafund Transfers	\$(7,686,246)	Intrafund Transfers	\$(7,303,813)
Reserves	\$0	Reserves	\$0
Number of Positions	116.0	Number of Positions	105.0
Number of FTEs	114.4	Number of FTEs	103.9

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Court Services

Reduction: Court Services -- Reduction -- Elimination of Positions

Description of Impacts from Budget Reduction

Elimination of the three Legal Word Processors will require Probation Officers to type and edit probation reports. There may be a training cost associated with increasing the computer skills of staff. The Department anticipates it can maintain its high quality and its timely delivery of reports by ensuring clerical oversight of the transition word processing duties to officers.

FY 2011-12 Unfunded Budget

Total Sources	\$277,428	Total Requirements	\$277,428
General Fund Allocation	\$277,428	Gross Appropriations	\$277,428
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	3.0
Other Revenue	\$0	Funded FTE	3.0

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Institutions

Reduction: State Cuts to Juvenile Justice Programs -- Vehicle License Fee Reductions -- Elimination of Positions and Contract Reductions

Description of Impacts from Budget Reduction

JJCPA will be reduced by \$403,407, which will mean a reduction in salary & benefits of \$140,536 that funds one filled DPO position in the Assessment Center and \$262,871 that funds contracts with BHRS, Human Services, and contractors. JPCF will be reduced by \$556,649, which will mean a reduction in salary & benefits of \$308,316 that funds three GS I positions in the Institutions and \$248,333 that funds contracts with County collaborators. The total reduction of \$960,056 in VLF will impact youth and their families in four ways: (1) fewer youth and their families will be offered early intervention and prevention services and diverted out of the formal juvenile justice system; (2) fewer youth will be supervised on informal Probation contracts, which represents a lost service opportunity to work with youths prior to more formal justice sanctions; (3) fewer multidisciplinary assessments and reports will be conducted to facilitate detention release; and (4) 45 fewer probation youth and their families in the community will receive mental health services. The three GS I cuts will likely result in extra help/overtime cost increase in Institutions.

FY 2011-12 Unfunded Budget

Total Sources	\$960,056	Total Requirements	\$960,056
General Fund Allocation	\$0	Gross Appropriations	\$960,056
State Revenue	\$960,056	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	4.0
Other Revenue	\$0	Funded FTE	4.0

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Institutions Services

Reduction: Institutions Services -- Reduction -- Assessment Center

Description of Impacts from Budget Reduction

Each year, approximately 180 youth are assessed and placed on informal probation contracts. Youth are referred to specialized programming that includes the Petty Theft Program, the Victim Mediation Program, the Victim Impact Awareness Program, and the Youth Outreach Pilot Program, approximately 156 families served by a social worker from HSA. Other services include alcohol and drug assessments, and juvenile record sealing applications. Early screening and assessment successfully keeps over 330 youths out of Juvenile Hall and away from the formal juvenile justice system. The Assessment Center's strength is the multidisciplinary nature of services. Budget reductions will require the elimination of 1.5 filled Deputy Probation Officer positions, which means that the existing service delivery method must change and likely will focus on youth who are booked in the Juvenile Hall. Further budget reductions to the Assessment Center related to the Vehicle License Funds reduction appear in the State Cuts to Juvenile Justice Programs section.

FY 2011-12 Unfunded Budget

Total Sources	\$213,854	Total Requirements	\$213,854
General Fund Allocation	\$138,854	Gross Appropriations	\$213,854
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$75,000	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	1.5

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Institutions Services

Reduction: Institutions Services -- Reduction -- Margaret J. Kemp Camp

Description of Impacts from Budget Reduction

The Margaret J. Kemp Camp provides institutional care and rehabilitative programming for girls in the juvenile justice system. The Camp offers intensive individual and group counseling, a yoga and creative arts curriculum, and other services designed to hold girls accountable for their behavior and direct them away from criminal activity. The Probation Department expects to move the girls currently in the Camp Kemp to the Youth Services Center. Although the setting will change, the girls will receive the same programming and treatment they currently receive at the Camp. At this time, the Department anticipates that the current level of staffing in the Hall will be adequate to meet the new demands for supervision and programming created by the Camp closure.

FY 2011-12 Unfunded Budget

Total Sources	\$1,362,288	Total Requirements	\$1,362,288
General Fund Allocation	\$1,362,288	Gross Appropriations	\$1,362,288
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	10.0
Other Revenue	\$0	Funded FTE	10.0

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Institutions Services

Reduction: Institutions Services -- Reduction -- Elimination of Positions

Description of Impacts from Budget Reduction

Budget reductions would require the elimination of one vacant Institutions Services Manager (ISM) and one filled Administrative Secretary II positions. The Institutions Division would continue to provide the same level of service to youth in facilities and in the community. The loss of these positions mean that supervisory / clerical duties would need to be redistributed to other ISMs and junior staff. At this time, it is unclear what the impact will be of shifting work to remaining staff in the Institutions. Concern about redistributing workload focuses on the concurrent move of the Camp Kemp into the Hall. State statute mandates staff-to-client ratios for the Institutions; therefore, this budget change will be closely monitored.

FY 2011-12 Unfunded Budget

Total Sources	\$231,375	Total Requirements	\$231,375
General Fund Allocation	\$231,375	Gross Appropriations	\$231,375
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Supervision Services

Reduction: Supervision Services -- Reduction -- Elimination of Positions

Description of Impacts from Budget Reduction

Deleting the three vacant positions will mean that the Department has less ability to meet the demand of Supervision operations, especially at the service / client level. Cutting three filled Deputy Probation Officers in adult supervision will mean that the staff-to-client ratio for remaining officers will increase, thereby reducing the amount of supervision an officer can provide for each client and increasing the likelihood that a client may violate the terms of his probation which may affect community safety.

FY 2011-12 Unfunded Budget

Total Sources	\$779,705	Total Requirements	\$779,705
General Fund Allocation	\$779,705	Gross Appropriations	\$779,705
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	6.0
Other Revenue	\$0	Funded FTE	5.8

UNFUNDED PROGRAM SUMMARY

Department: Probation Department

Division: Supervision Services

Reduction: Supervision Services -- Reduction -- Proposition 36 Unit

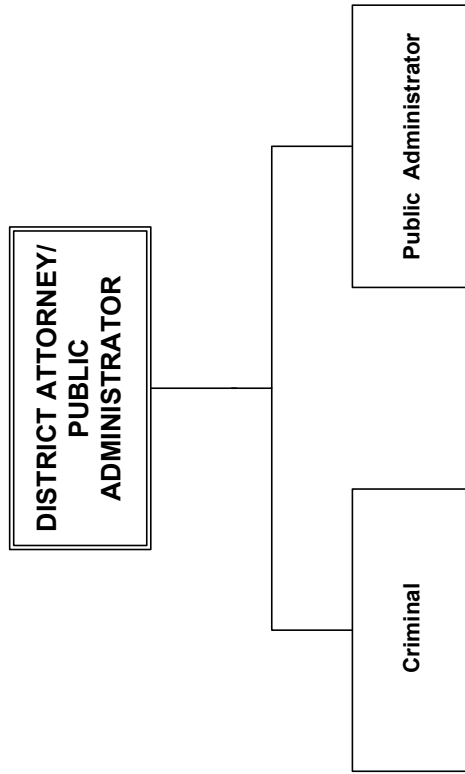
Description of Impacts from Budget Reduction

Deputy Probation Officers work collaboratively with the Court and treatment providers to encourage effective recovery for and reduced recidivism of drug offenders. As with other California counties, Proposition 36 offenders have low rates of success due to State limits on the sanctions that can be levied by the Court. Less than 50% of Proposition 36 clients complete the program. The elimination of 1.5 Deputy Probation Officers will mean that at any given time, over 350 Prop 36 clients receive minimal supervision of clients' adherence to Court orders of probation thereby potentially reducing further the client success rate in this program.

FY 2011-12 Unfunded Budget

Total Sources	\$0	Total Requirements	\$0
General Fund Allocation	\$0	Gross Appropriations	\$181,145
State Revenue	\$0	Intrafund Transfers	\$(181,145)
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	1.5

**DISTRICT ATTORNEY/
PUBLIC ADMINISTRATOR**



District Attorney's Office (2510B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	429,294	429,334	400,000	400,000	
Use of Money and Property	19,118				
Intergovernmental Revenues	10,932,092	10,628,390	9,500,291	10,442,865	942,574
Charges for Services	190,202	169,408	162,500		(162,500)
Miscellaneous Revenue	162,323	311,235	53,500	54,000	500
Total Revenue	11,733,030	11,538,368	10,116,291	10,896,865	780,574
Fund Balance	3,675,088	2,812,801	1,571,952	1,571,952	
TOTAL SOURCES	15,408,118	14,351,169	11,688,243	12,468,817	780,574
REQUIREMENTS					
Salaries and Benefits	20,213,463	20,931,676	23,008,530	22,112,732	(895,798)
Services and Supplies	1,096,358	998,848	1,084,245	1,125,282	41,037
Other Charges	1,733,968	1,772,315	1,805,436	1,606,692	(198,744)
Fixed Assets		23,701			
Net Appropriations	23,043,790	23,726,540	25,898,211	24,844,706	(1,053,505)
Contingencies/Dept Reserves	2,018,029	551,045			
TOTAL REQUIREMENTS	25,061,819	24,277,585	25,898,211	24,844,706	(1,053,505)
NET COUNTY COST	9,653,701	9,926,416	14,209,968	12,375,889	(1,834,079)
AUTHORIZED POSITIONS					
Salary Resolution	129.0	129.0	125.0	118.0	(7.0)
Funded FTE	125.2	125.2	122.7	120.2	(2.5)

DEPARTMENT OVERVIEW

District Attorney's Office

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, administration of decedent estates, provision of legal and investigative support to other law enforcement agencies and dissemination of public information about law enforcement.

Who We Serve / What We Do

Criminal Prosecution for Violations of State and Local Law

- File Felony and Misdemeanor charges for offenses, ranging from minor offenses such as petty theft to serious offenses such as murder
- File Juvenile petitions for felony and misdemeanor offenses
- File Infractions, involving violations of various criminal codes, in areas such as vehicular, health and safety and penal code violations
- Specialized Prosecution units with prosecutors who handle cases from beginning to end, with specialized training to enhance prosecutorial efforts
- Enforcing laws against false advertising, unfair competition and other forms of consumer fraud
- Enforcing laws protecting the environment in areas such as: handling, storage and disposal of hazardous waste, underground tanks used to store hazardous materials and air and water pollution
- Forfeiting money and other items of value that are proceeds of narcotics trafficking or used to facilitate the trafficking of controlled substances

Investigations

- Investigate all reported cases of political corruption in local government agencies, county departments and political offices
- Investigate cases of fraud in public assistance, worker's compensation and auto insurance and real estate
- Locate, detain and transport witnesses and suspects, locally, statewide, nationally and internationally
- Witness relocation, concealment and security in all cases
- Participate in multi-agency efforts by assisting local law enforcement agencies in parole and probation sweeps, supporting State and Federal requests for joint investigations and work in partnerships with local law enforcement agencies
- Lead all Officer Involved Shooting investigations that require critical incident and homicide protocol investigations
- Responsible for all child abduction investigations that involve visitation, arrest violators, enforcement of child custody orders, and locating, recovery and returning dependent children

Victim Services

- Provide services to victims of violent crimes, such as crisis intervention, emergency assistance, resource and referral assistance
- Claims assistance for payment or reimbursement of incurred crime related expenses
- Orientation to the criminal justice system, providing court escort and support services

Major Accomplishments

- Filed 23,000 felony and misdemeanor cases in calendar year 2010
- Reviewed 1,794 Juvenile Cases in calendar year 2010
- Reduced turnover among attorney staff
- Aggressively pursued and obtained a 10% discount in all service contracts
- Increased community outreach through schools, service clubs and local businesses

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Federal Grants Match	\$110,000	\$125,000
State Grants Match	\$1,436,700	\$1,464,274
Realignment MOE	\$158,857	\$158,857
Proposition 172 MOE	\$7,794,734	\$8,694,734
Mandated Services	\$162,500	\$0
Non-Mandated Services	\$400,000	\$400,000
Other – Miscellaneous Revenue	\$53,500	\$54,000
Other – Fund Balance	\$1,571,952	\$1,571,952
Total Net County Cost	\$11,688,243	\$12,468,817

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$0	\$0
% of G/F Net Appropriations	0%	0%

District Attorney / Public Administrator

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Case Investigation, Prosecution, and Victim Services*	\$24,841,714	\$12,372,897	1-51
	Worker's Compensation and Auto Insurance Fraud	\$794,223	\$0	1-52
	Total	\$25,635,937	\$12,372,897	
Unfunded	Case Investigations, Prosecution, and Victim Services	\$558,436	\$558,436	1-53
	Total	\$558,436	\$558,436	

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Keller Center	\$137,746		\$137,746	
Vertical Prosecution	\$274,653		\$274,653	
Witness Protection	\$213,052		\$213,052	
Real Estate Fraud	\$236,368		\$236,368	
Extra Help	\$38,181		\$38,181	
Total	\$900,000		\$900,000	

PROGRAM SUMMARY

Department: District Attorney / Public Administrator

Division: District Attorney's Office

Program: Case Investigations and Prosecution and Victim Services

Program Outcome Statement

Investigate and prosecute cases while providing victim services

Description of Services

The District Attorney's Office is tasked with seeking justice and accountability for all who violate the law in our county. The Office also provides assistance for those victimized by criminals. The ability of our community to be safe is enhanced by the investigation, prosecution and incarceration of criminals on the streets of our community.

Outcome Measures

Number of cases reviewed

FY 2009-10 Actual

22,583

FY 2010-11 Estimate

22,608

FY 2011-12 Target

21,862

Number of cases prosecuted

FY 2009-10 Actual

17,211

FY 2010-11 Estimate

17,354

FY 2011-12 Target

16,871

Description of Results

The District Attorney's Office received 22,583 case referrals for prosecution and contacted 4,780 victims during FY2009-10. During the same period of time, a total of 17,211 cases were filed, which resulted in an average caseload of 452 cases reviewed per attorney. Of the victims contacted, assistance was accepted and provided to 3,476 victims of crime throughout our community.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$25,898,211	Total Sources	\$24,841,714
General Fund Allocation	\$14,209,968	General Fund Allocation	\$12,372,897
State Revenue	\$9,390,291	State Revenue	\$10,317,865
Federal Revenue	\$110,000	Federal Revenue	\$125,000
Other Revenue	\$616,000	Other Revenue	\$454,000
Fund Balance	\$1,571,952	Fund Balance	\$1,571,952
Total Requirements	\$25,898,211	Total Requirements	\$24,841,714
Gross Appropriations	\$25,898,211	Gross Appropriations	\$24,841,714
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	125.0	Number of Positions	118.0
Number of FTEs	122.7	Number of FTEs	120.2

PROGRAM SUMMARY

Department: District Attorney / Public Administrator

Division: District Attorney's Office

Program: District Attorney's Office - Worker's Compensation and Auto Insurance

Program Outcome Statement

Enhance investigations and prosecution of Worker's Compensation and Auto Insurance Fraud

Description of Services

The District Attorney's Office receives State funding to enhance investigations and prosecution of worker's compensation and automobile insurance fraud cases. The unit also provides community education to increase awareness and the reporting of this crime.

Outcome Measures

Number of case referrals

FY 2009-10 Actual

31

FY 2010-11 Estimate

22

FY 2011-12 Target

23

Number of cases investigated

FY 2009-10 Actual

23

FY 2010-11 Estimate

12

FY 2011-12 Target

15

Description of Results

The Worker's Compensation and Automobile Insurance Fraud program received 23 worker's and eight automobile case referrals in FY 2009-10. During the same period of time, the program investigated 23 new cases and filed charges on 14 new cases. In FY 2010-11 the unit increased outreach efforts, which are expected to result in an increase in direct referrals from private citizens in our community.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$764,112	Total Sources	\$794,223
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$764,112	State Revenue	\$794,223
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$806,458	Total Requirements	\$794,223
Gross Appropriations	\$806,458	Gross Appropriations	\$794,223
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	4.0	Number of Positions	4.0
Number of FTEs	3.5	Number of FTEs	3.5

UNFUNDED PROGRAM SUMMARY

Department: District Attorney / Public Administrator

Division: District Attorney's Office

Reduction: Case Investigations and Prosecution and Victim Services

Description of Impacts from Budget Reduction

We anticipate a reduction in the number and time that staff is able to participate in the reentry and rehabilitation programs and expect a slight impact on the number of incarcerated persons who are able to participate in the reentry programs, thereby possibly resulting in an increase in recidivism.

The reduction in staff of the vertical prosecution units will result in a decrease in the number of specially trained prosecutors that are assigned to handling cases of serious crime in a vertical manner from beginning to end, throughout the entire court process.

FY 2011-12 Unfunded Budget

Total Sources	\$558,436	Total Requirements	\$558,436
General Fund Allocation	\$558,436	Gross Appropriations	\$558,436
State Revenue		Intrafund Transfers	\$0
Federal Revenue		Number of Positions	3.0
Other Revenue		Funded FTE	2.0

Private Defender Program (2800B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	58,289				
Charges for Services	680,699	661,411	650,000	650,000	
Interfund Revenue	267,297	349,668	300,000	300,000	
TOTAL SOURCES	1,006,285	1,011,079	950,000	950,000	
REQUIREMENTS					
Services and Supplies	15,816,390	16,449,046	16,449,046	16,449,046	
Other Charges	58,642	61,476	61,483	61,483	
TOTAL REQUIREMENTS	15,875,032	16,510,522	16,510,529	16,510,529	
NET COUNTY COST	14,868,747	15,499,443	15,560,529	15,560,529	

PROGRAM SUMMARY

Department: Private Defender Program

Division: Private Defender Program

Program: Private Defender Program

Program Outcome Statement

Provide Competent Legal Representation to the Indigent

Description of Services

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.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

The San Mateo County Bar Association's Private Defender Program has been providing legal representation to the indigent in San Mateo County for 41 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 2009-10, the number of cases that were appointed to the PDP was 21,970; an increase of 10.4% since FY 2000-01.

FY 2010-11 Current Revised Budget

Total Sources	\$16,510,529
General Fund Allocation	\$15,560,529
State Revenue	\$0
Federal Revenue	\$0
Other Revenue	\$950,000
Fund Balance	\$0
Total Requirements	\$16,510,529
Gross Appropriations	\$16,510,529
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	0.0
Number of FTEs	0.0

FY 2011-12 Recommended Budget

Total Sources	\$16,510,529
General Fund Allocation	\$15,560,529
State Revenue	\$0
Federal Revenue	\$0
Other Revenue	\$950,000
Fund Balance	\$0
Total Requirements	\$16,510,529
Gross Appropriations	\$16,510,529
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	0.0
Number of FTEs	0.0

County Support of the Courts (2700B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	7,010,364	7,301,671	6,843,119	7,053,034	209,915
Intergovernmental Revenues		29			
Charges for Services	2,144,014	2,140,514	2,028,063	1,993,000	(35,063)
Miscellaneous Revenue	851,547	792,095	800,000	800,000	
Other Financing Sources	768,592				
TOTAL SOURCES	10,774,517	10,234,309	9,671,182	9,846,034	174,852
REQUIREMENTS					
Salaries and Benefits	411,148	413,543	460,000	460,000	
Services and Supplies	780,147	672,808	1,082,000	1,130,000	48,000
Other Charges	21,216,970	18,895,107	18,869,313	18,996,165	126,852
TOTAL REQUIREMENTS	22,408,266	19,981,458	20,411,313	20,586,165	174,852
NET COUNTY COST	11,633,748	9,747,149	10,740,131	10,740,131	

PROGRAM SUMMARY

Department: County Support of the Courts

Division: County Support of the Courts

Program: County Support of the Courts

Program Outcome Statement

Account for all Court-related General Fund Revenue and Expenditures

Description of Services

Under 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 Fines and Forfeitures revenues that comprise the mandated Maintenance of Effort (MOE) base calculation. Expenditures include MOE requirements for court operation, Fine and Forfeiture remittances, and other court-related costs not within the definition of "court operations."

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

FY 2010-11 Current Revised Budget

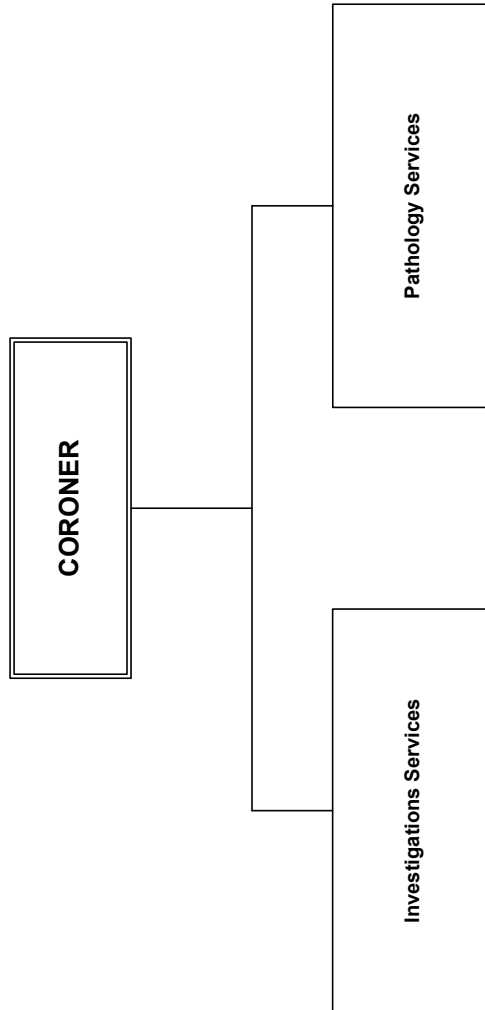
Total Sources	\$20,411,313
General Fund Allocation	\$10,740,131
State Revenue	\$0
Federal Revenue	\$0
Other Revenue	\$9,671,182
Fund Balance	\$0
Total Requirements	\$20,411,313
Gross Appropriations	\$20,411,313
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	0.0
Number of FTEs	0.0

FY 2011-12 Recommended Budget

Total Sources	\$20,586,165
General Fund Allocation	\$10,740,131
State Revenue	\$0
Federal Revenue	\$0
Other Revenue	\$9,846,034
Fund Balance	\$0
Total Requirements	\$20,586,165
Gross Appropriations	\$20,586,465
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	0.0
Number of FTEs	0.0

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CORONER'S OFFICE



Coroner's Office (3300B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	10,600	11,111	11,200	11,200	
Intergovernmental Revenues	462,428	441,270	393,713	393,713	
Charges for Services	204,327	230,195	272,150	281,150	9,000
Miscellaneous Revenue	31,382	16,372	8,500	7,138	(1,362)
Total Revenue	708,737	698,949	685,563	693,201	7,638
Fund Balance	285,590	511,844	662,637	662,637	
TOTAL SOURCES	994,327	1,210,793	1,348,200	1,355,838	7,638
REQUIREMENTS					
Salaries and Benefits	1,737,740	1,684,799	1,958,139	1,768,073	(190,066)
Services and Supplies	604,059	649,116	706,190	692,076	(14,114)
Other Charges	256,638	276,950	289,102	303,422	14,320
Net Appropriations	2,598,437	2,610,865	2,953,431	2,763,571	(189,860)
Contingencies/Dept Reserves	209,094	335,348	384,141	384,141	
TOTAL REQUIREMENTS	2,807,531	2,946,213	3,337,572	3,147,712	(189,860)
NET COUNTY COST	1,813,203	1,735,420	1,989,372	1,791,874	(197,498)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	15.0	15.0	13.0	(2.0)
Funded FTE	15.0	15.0	15.0	12.7	(2.3)

DEPARTMENT OVERVIEW

Office of the Coroner

Department Mission Statement

To serve the residents of San Mateo County by providing prompt independent investigations to determine the mode, manner and cause of death of decedents under the Coroner's jurisdiction. Provide high quality service in a courteous manner balancing the needs of those we serve with the Coroner's legal requirements.

Who We Serve / What We Do

The Coroner's Office serves the General Public by:

- Conducting independent investigations to determine cause and manner of death
- Safeguarding property of decedent
- Locating and notify next-of-kin
- Conducting Save-A-Life Program
- Coordinating Every 15 Minutes Program
- Providing copies of reports as required
- Operating Indigent Cremation Program
- Continuing work to identify Jane and John Doe cases
- Updating Disaster Preparedness Plan
- Assisting law enforcement and fire personnel with death investigations
- Assisting hospital, hospice and mortuary personnel

Major Accomplishments

- Expanded the Save-A-Life Program to educate the at-risk youth about the perils of reckless or violent behavior.
- Co-produced the local "Every 15 Minutes Program" and related school sponsored events in cooperation with the California Highway Patrol.
- Began informational outreach programs to local hospitals, physicians and hospice personnel to advise of procedures that must be followed to insure legal responsibilities are uniformly provided.

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Proposition 172 MOE	\$393,713	\$393,713
Mandated Services	\$1,595,659	\$1,398,161
Total Net County Cost	\$1,989,372	\$1,791,874

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$384,141	\$384,141
% of G/F Net Appropriations	13%	14%

Coroner's Office

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Death Investigation	\$3,147,712	\$1,791,874	1-63
	Total	\$3,147,712	\$1,791,874	
Unfunded	Administrative Services – Eliminate Office Assistant	\$78,846	\$78,846	1-64
	Administrative Services – Eliminate Management Analyst	\$140,401	\$140,401	1-64
	Total	\$219,247	\$219,247	

PROGRAM SUMMARY

Department: Coroner's Office

Division: Investigations/Pathology

Program: Death Investigation

Program Outcome Statement

Investigate and determine cause and manner of death

Description of Services

The Coroner's Office operates under a single program model to investigate and determine cause and manner of death. The Coroner's Office receives and investigates approximately 3,400 death reports annually, 15% of those reports result in the decedent falling under the full jurisdiction of the Coroner's Office. The Department fulfills its legal mandates as defined in the California codes. The Coroner's Office staff includes investigators and autopsy technicians and has contracts for forensic pathologists, body removal and toxicology services.

Outcome Measures

Percent of survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	95%	90%

Percent of cases closed within 45 days

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
99%	99%	95%

Description of Results

The Coroner's Office expects to continue to complete its core services in a lawful and timely manner. The Coroner's Office will continue to independently investigate death to determine cause and manner as well as assist law enforcement agencies in death related cases. The Department will assist hospitals, hospice care and mortuary services and continue to prepare for major catastrophic events. The Coroner's Office anticipates an increase in deaths in San Mateo County due to its aging population. The Coroner's Office will continue its fee-based programs for at-risk youth.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,337,572	Total Sources	\$3,147,712
General Fund Allocation	\$1,989,372	General Fund Allocation	\$1,791,874
State Revenue	\$393,713	State Revenue	\$393,713
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$291,850	Other Revenue	\$299,488
Fund Balance	\$662,637	Fund Balance	\$662,637
Total Requirements	\$3,337,572	Total Requirements	\$3,147,712
Gross Appropriations	\$2,953,431	Gross Appropriations	\$2,763,571
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$384,141	Reserves	\$384,141
Number of Positions	15.0	Number of Positions	13.0
Number of FTEs	15.0	Number of FTEs	13.0

UNFUNDED PROGRAM SUMMARY

Department: Coroner's Office

Division: Administrative Staff

Reduction: Administrative Services - Eliminate Office Assistant

Description of Impacts from Budget Reduction

Eliminating this position will increase the workload of remaining personnel, increase wait time for requested reports to family, law enforcement, lawyers, insurance companies and medical facilities. The Administrative Offices are currently open Monday through Friday 8 a.m. to 5 p.m. for families to come to pick up the property of their loved ones or ask any questions that have come up. With the Office Assistant and the Management Analyst both eliminated, public access to the Coroner's Office may become more limited during this time.

FY 2011-12 Unfunded Budget

Total Sources	\$78,846	Total Requirements	\$78,846
General Fund Allocation	\$78,846	Gross Appropriations	\$0
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Coroner's Office

Division: Administrative Staff

Reduction: Administrative Services - Eliminate Management Analyst

Description of Impacts from Budget Reduction

Eliminating this position will increase the workload of remaining personnel. Accounting and related services will experience slower turn around times. The Administrative Offices are currently open Monday through Friday 8 a.m. to 5 p.m. for families to come to the office to pick up the property of their loved ones. With the Office Assistant and the Management Analyst both eliminated, public access to the Coroners Office may become more limited during this time.

FY 2011-12 Unfunded Budget

Total Sources	\$140,401	Total Requirements	\$140,401
General Fund Allocation	\$140,401	Gross Appropriations	\$0
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

Public Safety Communications (1240B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	2,311,993	2,646,756	1,960,464	2,042,464	82,000
Charges for Services	3,848,313	3,920,283	4,018,969	4,301,806	282,837
Interfund Revenue	7,785	10,664	10,151	7,951	(2,200)
Miscellaneous Revenue	148,603	116,048	106,000	106,000	
Total Revenue	6,316,694	6,693,750	6,095,584	6,458,221	362,637
Fund Balance	275,989	557,578	834,756	700,447	(134,309)
TOTAL SOURCES	6,592,683	7,251,328	6,930,340	7,158,668	228,328
REQUIREMENTS					
Salaries and Benefits	7,560,127	7,587,991	8,125,093	8,165,061	39,968
Services and Supplies	353,090	556,037	545,593	440,060	(105,533)
Other Charges	444,347	459,890	507,375	497,323	(10,052)
Fixed Assets	99,993	7,501	39,100		(39,100)
Gross Appropriations	8,457,557	8,611,419	9,217,161	9,102,444	(114,717)
Intrafund Transfers	(154,341)	(154,591)	(136,149)	(124,190)	11,959
Net Appropriations	8,303,216	8,456,829	9,081,012	8,978,254	(102,758)
Contingencies/Dept Reserves	275,989	272,078	650,610	650,610	
TOTAL REQUIREMENTS	8,579,205	8,728,907	9,731,622	9,628,864	(102,758)
NET COUNTY COST	1,986,522	1,477,579	2,801,282	2,470,196	(331,086)
AUTHORIZED POSITIONS					
Salary Resolution	58.0	56.0	54.0	54.0	
Funded FTE	56.8	55.4	54.2	54.0	(0.2)

DEPARTMENT OVERVIEW

Public Safety Communications

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.

Who We Serve / What We Do

Services to the Public

- Provide specialized call taking services in law enforcement and emergency medical services by using a nationally recognized call taking protocol
- Provide critical instructions to callers to ensure their safety and render care prior to first responder arrival
- Provide information or resources to meet requests and needs
- Provide public education on features of 911, 911 for Kids, Wireless access, etc.
- Participate in "CPR Sundays" instructing members on the application of CPR

Services to the Public Safety Community

- Provide Dispatch Services to all branches of emergency first response including Law Enforcement, Fire and Paramedic Ambulance services, and after hour / part time services to the Coroner, Probation, Courts, District Attorney and many more
- Operations Management for Fire, Law, and Emergency Medical Services Communications by:
 - Obtaining information needed or critical to field responders
 - Dispatch the appropriate type and number of resources required
 - Track activities of all resources via various deployment plans for each branch
 - Perform Mutual Aid Communications to all branches of emergency services
 - Monitor Alarm Panel for business and residential clients
 - Provide 'Special Detail' communications for campaigns such as 'Avoid the 23', Car Seat Check and Pedestrian Stings, Seat Belt Task Forces, Crowd Security at Sporting Events, etc.
 - Assume back-up dispatch services for Allied Agencies
- Administrative/Support Services including Custodian of Records tape and document reproduction services, Quality Improvement/Assurance Compliance, Training Program Management and Oversight, Scheduling, Personnel/Professional Standards, Budget development, and Department performance oversight
- Public Safety Systems including Information Management; Hardware and Software planning, integration, testing, implementation and maintenance (Computer Aided Dispatch (CAD), Mobile Data, Fire Station Alerting, 911 Phone Systems, PC's etc.) for PSC and other public safety partners; Research and Development of emerging technology (NG911, Image Recognition Software, IP Based Station Alerting, iPad integration into public safety utility)

Major Accomplishments

- Implemented the nationally recognized call taking protocol and quality improvement program for law enforcement communications
- Developed and/or revised the Department's Mission, Vision and Values
- Completed concept designs for small combination, regional and countywide consolidated dispatch centers
- Participated in the CPMS Pilot involving supervisory and management personnel
- Applied for re-accreditation for Emergency Medical Dispatch
- Appointed to the Law Enforcement Council of Standards for Law Enforcement through the National Academy of Emergency Dispatch
- 5 staff completed the POST Instructor Development Courses in order to achieve certification for the newly created Training Instructor (CTI) assignment
- Trained over 40 staff in the 40 hour course in ROSS or "Resource Ordering Status System" in order to participate in statewide deployment of fire resources
- Nationally recognized Presenters for the National Academy of Emergency Dispatch (NAED) and the California State National Emergency Number Association (Cal-Nena)

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
A-87 Cost Plan	\$8,644	\$11,876
Mandated Services	\$2,792,638	\$2,458,320
Total Net County Cost	\$2,801,282	\$2,470,196

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$650,610	\$650,610
% of G/F Net Appropriations	7.2%	7.2%

Public Safety Communications

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Public Safety Communications*	\$9,628,864	\$2,470,196	1-70
	Total	\$9,628,864	\$2,470,196	
Unfunded	Overtime Reduction	\$40,000	\$40,000	1-71
	Total	\$40,000	\$40,000	

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Peninsula Human Society Contract	\$82,000		\$82,000	
Total	\$82,000		\$82,000	

PROGRAM SUMMARY

Department: Public Safety Communications

Division: Public Safety Communications

Program: Public Safety Communications

Program Outcome Statement

Provide quality dispatching-services to facilitate the public's safety

Description of Services

The Office of Public Safety Communications is responsible for law enforcement, fire and medical dispatch and communications services to the public and public safety agencies. Services are provided to a variety of partners including municipal and county law enforcement agencies, all fire service agencies and the contract ambulance provider. These services are supported by the Administration and Systems divisions that provide support to staff while maintaining mission critical technology.

Outcome Measures

Percent of customer survey respondents rating overall services good or better by 911 callers and emerge

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	90%

Percent of high priority calls accurately dispatched by Police, Fire, and Medical

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	90%

Description of Results

In FY 2011-12 Public Safety Communications expects to 1) assume a 15% increase in law enforcement call volume and associated tasks by integrating Half Moon Bay and the San Carlos Bureau of the Sheriff's Office; 2) determine eligibility for accreditation in the application of the Emergency Police Protocol establishing a best practice resulting in better service to the public and partners; 3) hire and train new personnel in order to reduce the expenditure of overtime dollars incurred by vacant post positions; 4) participate in development strategies to relocate the Department to a more conducive, safe and productive work environment; 5) explore the feasibility of software systems to reduce overtime costs while improving shift scheduling, personnel management by automating employee contacts and activity and employee compliance to policy and procedures by automating them for easy access, supervisor tracking and auditing; and 6) continue to work with city managers to explore a local Regional or Countywide communications consolidation.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$9,731,622	Total Sources	\$9,628,864
General Fund Allocation	\$2,801,282	General Fund Allocation	\$2,470,196
State Revenue	\$1,960,464	State Revenue	\$2,042,464
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$4,135,120	Other Revenue	\$4,415,757
Fund Balance	\$834,756	Fund Balance	\$700,447
Total Requirements	\$9,731,622	Total Requirements	\$9,628,864
Gross Appropriations	\$9,217,161	Gross Appropriations	\$9,102,444
Intrafund Transfers	\$(136,149)	Intrafund Transfers	\$(124,190)
Reserves	\$650,610	Reserves	\$650,610
Number of Positions	54.0	Number of Positions	54.0
Number of FTEs	54.0	Number of FTEs	54.0

UNFUNDED PROGRAM SUMMARY

Department: Public Safety Communications

Division: Public Safety Communications

Reduction: Reduction in Public Safety Communications overtime budget

Description of Impacts from Budget Reduction

Vacant shifts are usually covered with extra help and overtime. By reducing the overtime budget, new personnel will need to be fully trained to fill vacant shifts or the dispatch center will continue to see high overtime costs. This could also impact the number of training sessions dispatchers can attend resulting in a slight decrease in the percent of high priority Police, Fire, and Medical calls accurately dispatched.

FY 2011-12 Unfunded Budget

Total Sources	\$40,000	Total Requirements	\$40,000
General Fund Allocation	\$40,000	Gross Appropriations	\$40,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	4,997,464	5,360,926	4,962,547	4,217,592	(744,955)
Use of Money and Property	37,631	58,585	42,000	42,000	
Intergovernmental Revenues	34,369	38,912	33,083	28,747	(4,336)
Charges for Services	285,502	238,904	285,000	265,000	(20,000)
Interfund Revenue	1,017,368		1,050,791	1,869,165	818,374
Miscellaneous Revenue	158,302	327,773	46,000	23,000	(23,000)
Total Revenue	6,530,635	6,025,099	6,419,421	6,445,504	26,083
Fund Balance	213,175	525,059	318,763		(318,763)
TOTAL SOURCES	6,743,810	6,550,158	6,738,184	6,445,504	(292,680)
REQUIREMENTS					
Services and Supplies	6,218,751	6,231,396	6,544,421	6,445,504	(98,917)
Net Appropriations	6,218,751	6,231,396	6,544,421	6,445,504	(98,917)
Non-General Fund Reserves	525,059	318,763	193,763		(193,763)
TOTAL REQUIREMENTS	6,743,810	6,550,159	6,738,184	6,445,504	(292,680)

PROGRAM SUMMARY

Department: Structural Fire

Division: Structural Fire

Program: Structural Fire

Program Outcome Statement

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

Description of Services

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.

Outcome Measures

General Fund contributions to Structural Fire

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$0	\$1,050,791	\$1,869,165

Reserves as a percentage of net appropriations

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
5.1%	3.0%	0%

Description of 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 negative 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, CalFire employees have 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. Existing employees remain at 3% @ 50. This new tier should result in long-term savings but may have limited short-term benefit until such time that a significant number of new employees enter the system.

FY 2010-11 Current Revised Budget

FY 2011-12 Recommended Budget

Total Sources	\$6,738,184
General Fund Allocation	\$0
State Revenue	\$33,083
Federal Revenue	\$0
Other Revenue	\$6,386,338
Fund Balance	\$318,763
Total Requirements	\$6,738,184
Gross Appropriations	\$6,544,421
Intrafund Transfers	\$0
Reserves	\$193,763
Number of Positions	0.0
Number of FTEs	0.0

Total Sources	\$6,445,504
General Fund Allocation	\$0
State Revenue	\$28,747
Federal Revenue	\$0
Other Revenue	\$6,416,757
Fund Balance	\$0
Total Requirements	\$6,445,504
Gross Appropriations	\$6,445,504
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	0.0
Number of FTEs	0.0

Fire Protection Services (3580B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Interfund Revenue	6,218,751	6,192,282	6,419,421	6,445,504	26,083
TOTAL SOURCES	6,218,751	6,192,282	6,419,421	6,445,504	26,083
REQUIREMENTS					
Salaries and Benefits	156	156	156	379	223
Services and Supplies	5,878,981	5,867,355	6,081,689	6,153,412	71,723
Other Charges	178,058	150,028	217,576	171,713	(45,863)
Fixed Assets	161,556	174,744	120,000	120,000	
TOTAL REQUIREMENTS	6,218,751	6,192,282	6,419,421	6,445,504	26,083

PROGRAM SUMMARY

Department: Fire Protection Services

Division: Fire Protection Services

Program: County Fire

Program Outcome Statement

Provides fire protection and emergency response to unincorporated San Mateo County

Description of Services

San Mateo County contracts with 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 provide 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.

Outcome Measures

Number of fire related deaths and injuries

FY 2009-10 Actual

0

FY 2010-11 Estimate

0

FY 2011-12 Target

0

Percent of fire and emergency medical calls responded to within time criteria established by County EMS

FY 2009-10 Actual

87%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Description of Results

Annually, County Fire responds to about 1,450 calls from the four stations staffed by CalFire. The Tower Road and Cordilleras stations 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 time for all calls is seven minutes, which CalFire meets or betters 90% of the time. In the more rural areas of the County, response time can be longer, which is why the percentage is not higher. The proposed budget will not reduce response times or the number of calls answered, but will take one of the two engines at the Tower Road Station out of the countywide mutual aid program. This is because one of the engines will be staffed with two firefighters / paramedics. The County standard is three staff per engine on mutual aid responses.

FY 2010-11 Current Revised Budget

Total Sources	\$6,738,184
General Fund Allocation	\$0
State Revenue	\$33,083
Federal Revenue	\$0
Other Revenue	\$6,386,338
Fund Balance	\$318,763
Total Requirements	\$6,738,184
Gross Appropriations	\$6,544,421
Intrafund Transfers	\$0
Reserves	\$193,763
Number of Positions	0.0
Number of FTEs	0.0

FY 2011-12 Recommended Budget

Total Sources	\$6,445,504
General Fund Allocation	\$0
State Revenue	\$28,747
Federal Revenue	\$0
Other Revenue	\$6,416,757
Fund Balance	\$0
Total Requirements	\$6,445,504
Gross Appropriations	\$6,445,504
Intrafund Transfers	\$0
Reserves	\$0
Number of Positions	0.0
Number of FTEs	0.0

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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	2,052,557	2,084,055	2,011,610	1,976,970	(34,640)
Use of Money and Property	(30,384)	14,260	15,000	15,000	
Intergovernmental Revenues	13,407	13,594	13,500	13,963	463
Charges for Services	92,183	91,720	93,000	93,000	
Total Revenue	2,127,764	2,203,629	2,133,110	2,098,933	(34,177)
Fund Balance	1,098,235	1,323,507	1,482,989	1,340,524	(142,465)
TOTAL SOURCES	3,225,999	3,527,136	3,616,099	3,439,457	(176,642)
REQUIREMENTS					
Services and Supplies	1,860,263	2,043,884	2,287,490	2,314,172	26,682
Other Charges	669	263	152	152	
Fixed Assets	41,559				
Net Appropriations	1,902,491	2,044,147	2,287,642	2,314,324	26,682
Non-General Fund Reserves	1,323,507	1,482,989	1,328,457	1,125,133	(203,324)
TOTAL REQUIREMENTS	3,225,998	3,527,136	3,616,099	3,439,457	(176,642)

PROGRAM SUMMARY

Department: County Services Area #1

Division: County Services Area #1

Program: County Service Area 1 Fire and Law Enforcement

Program Outcome Statement

Provides fire, emergency response and law enforcement services to residents of CSA 1

Description of Services

The residents of CSA 1, known as the Highlands / Baywood Park area, contract with CalFire and the Sheriff's Office to provide dedicated fire and police coverage. 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 coverage seven days a week. These services are fully funded through property taxes and a supplemental tax that must be approved by the CSA 1 voters every four years.

Outcome Measures

Percent of customer survey respondents rating Fire Protection services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	90%	90%

Percent of customer survey respondents rating Sheriff's services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	90%	90%

Description of Results

Together, the CSA 1 and the County Fire engines located at the Tower Road station respond to between 400 and 500 calls a year. Within CSA 1, CalFire responds to almost all calls within the six minute target response time. The Sheriff's Office responds to an average of 1,500 resident calls a year with response times averaging less than 6.5 minutes for high priority calls. The proposed budget will not reduce response times or the number of calls answered by either CalFire or the Sheriff. However, it will take one of the two engines at the Tower Road Station out of the countywide mutual aid program. This is because CSA 1 and County Fire will jointly staff the two Tower Road engines with a total of five instead of six firefighters / paramedics. The County standard is three staff per engine on mutual aid responses.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,616,099	Total Sources	\$3,439,457
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$13,500	State Revenue	\$13,963
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,119,610	Other Revenue	\$0
Fund Balance	\$1,482,989	Fund Balance	\$1,340,524
Total Requirements	\$3,616,099	Total Requirements	\$3,439,457
Gross Appropriations	\$2,287,642	Gross Appropriations	\$2,314,324
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$1,328,457	Reserves	\$1,125,133
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

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HEALTHY RESIDENTS

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

County Summaries

Safe Neighborhoods

Healthy Residents

Prosperous Community

livable Community

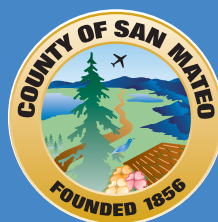
Environmentally
Conscious Community

Collaborative
Community

Budget Unit and
Program Summaries

Glossary of Budget Terms

COUNTY OF SAN MATEO FY 2011-12 **RECOMMENDED BUDGET**



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.



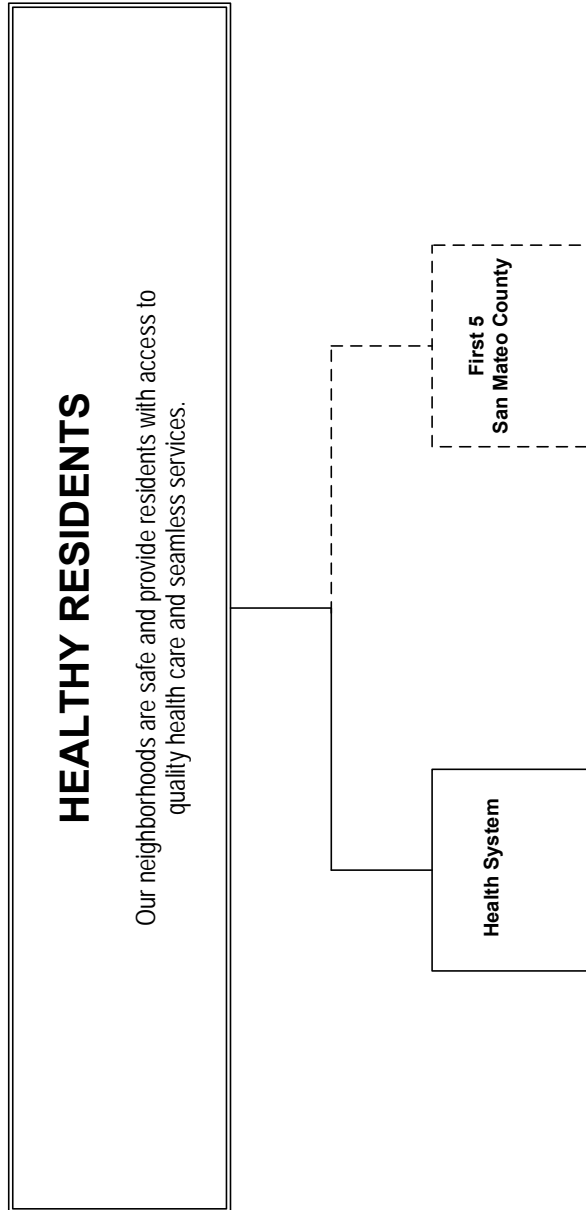
Environmentally Conscious Community

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



Collaborative Community

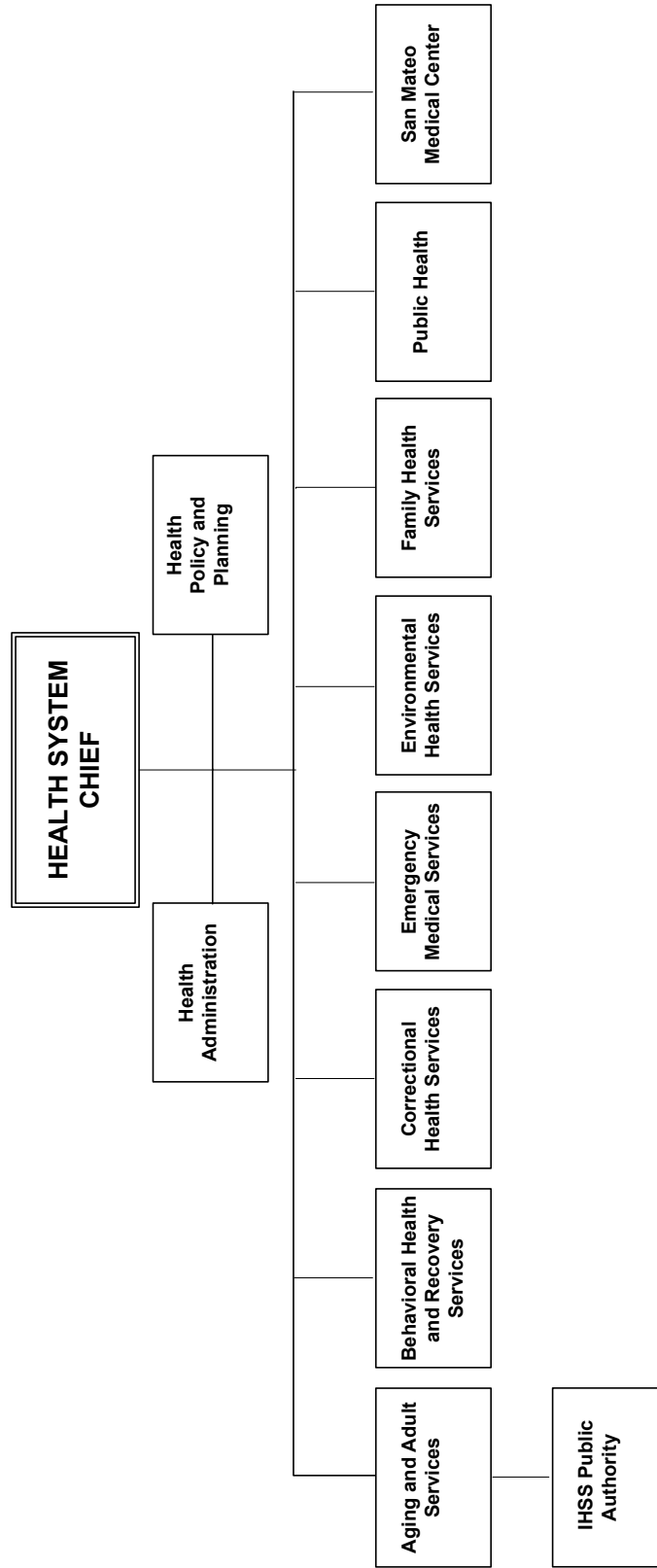
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Healthy Residents FY 2011-12 All Funds Summary

Total Requirements	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
General Fund Budgets					
Health Administration	2,099,998	1,601,677	2,448,034	2,433,826	(14,208)
Health Policy and Planning	7,667,651	8,352,379	10,371,682	10,535,693	164,011
Emergency Medical Services GF	1,372,985	4,706,909	4,812,857	4,876,168	63,311
Aging and Adult Services	21,078,741	21,665,296	23,187,202	22,771,645	(415,557)
IHSS Public Authority GF	4,487,523	4,487,523	4,487,523	3,702,306	(785,217)
Environmental Health Services	13,799,581	14,032,546	16,163,103	15,712,335	(450,768)
Behavioral Health and Recovery Services	133,477,093	133,908,123	132,682,652	129,606,070	(3,076,582)
Public Health	24,059,355	25,360,992	25,802,142	24,564,024	(1,238,118)
Family Health Services	22,511,886	24,209,253	26,730,064	24,759,891	(1,970,173)
Correctional Health Services	8,014,047	8,051,496	10,228,869	9,561,864	(667,005)
Contributions to Medical Center	90,841,198	66,570,454	64,453,813	59,376,407	(5,077,406)
Total General Fund	329,410,060	312,946,649	321,367,941	307,900,229	(13,467,712)
Non-General Fund Budgets					
Emergency Medical Services Fund	4,567,733	5,036,785	4,911,356	4,684,982	(226,374)
IHSS Public Authority	17,686,656	15,533,436	18,032,140	18,119,148	87,008
San Mateo Medical Center	260,916,173	244,220,929	259,873,157	261,466,677	1,593,520
Total Non-General Fund	283,170,562	264,791,150	282,816,653	284,270,807	1,454,154
Total Requirements	612,580,622	577,737,799	604,184,594	592,171,036	(12,013,558)
Total Sources	492,124,666	479,161,315	503,364,283	500,985,481	(2,378,792)
Net County Cost	120,455,956	98,576,484	100,820,311	91,185,555	(9,634,766)
AUTHORIZED POSITIONS					
Salary Resolution	2,397.0	2,258.0	2,244.0	2,207.0	(37.0)
Funded FTE	2,221.2	2,121.4	2,084.1	2,057.0	(27.1)
FOR INFORMATION ONLY:					
First 5 San Mateo County	43,540,361	40,783,708	38,107,095	31,570,623	(6,536,472)

HEALTH SYSTEM



Health System (5000D)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	40,810	18	46,335		(46,335)
Licenses, Permits and Franchises	1,482,008	1,239,204	1,509,170	1,488,519	(20,651)
Fines, Forfeitures and Penalties	2,669,305	3,055,033	2,890,894	2,695,349	(195,545)
Use of Money and Property	(118,594)	139,820	161,018	243,153	82,135
Intergovernmental Revenues	159,370,937	152,875,126	177,126,002	182,315,833	5,189,831
Charges for Services	180,170,350	196,947,715	215,277,895	220,959,620	5,681,725
Interfund Revenue	24,769,792	26,018,670	18,986,327	19,971,802	985,475
Miscellaneous Revenue	17,850,397	22,060,785	18,952,156	23,023,313	4,071,157
Other Financing Sources	63,035,495	25,644,973	22,998,473	9,752,407	(13,246,066)
Total Revenue	449,270,500	427,981,342	457,948,270	460,449,996	2,501,726
Fund Balance	22,965,991	33,249,868	27,292,429	22,411,911	(4,880,518)
TOTAL SOURCES	472,236,491	461,231,210	485,240,699	482,861,907	(2,378,792)
REQUIREMENTS					
Salaries and Benefits	252,645,088	260,690,501	283,133,999	281,336,613	(1,797,386)
Services and Supplies	155,161,655	158,580,115	162,666,444	162,734,861	68,417
Other Charges	94,645,980	81,911,622	86,525,806	90,146,864	3,621,058
Fixed Assets	345,272	46,191	3,637,472		(3,637,472)
Other Financing Uses	10,372,515	10,583,219	11,375,290	9,162,000	(2,213,290)
Gross Appropriations	513,170,510	511,811,649	547,339,011	543,380,338	(3,958,673)
Intrafund Transfers	(24,930,107)	(23,059,333)	(26,468,699)	(24,791,887)	1,676,812
Net Appropriations	488,240,404	488,752,315	520,870,312	518,588,451	(2,281,861)
Contingencies/Dept Reserves	12,805,781	14,632,450	12,837,683	10,380,615	(2,457,068)
Non-General Fund Reserves	20,693,239	7,782,580	6,022,786	3,825,563	(2,197,223)
TOTAL REQUIREMENTS	521,739,424	511,167,345	539,730,781	532,794,629	(6,936,152)
NET COUNTY COST	49,502,932	49,936,135	54,490,082	49,932,722	(4,557,360)
AUTHORIZED POSITIONS					
Salary Resolution	2,397.0	2,258.0	2,244.0	2,207.0	(37.0)
Funded FTE	2,221.2	2,121.4	2,084.1	2,057.0	(27.1)

DEPARTMENT OVERVIEW

Health System

Department Mission Statement

To build a healthy community and increase San Mateo County's 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.

Who We Serve / What We Do

Services to the general public

- Protect from general environmental hazards
 - Restaurant, swimming pool, apartment, hotel inspections
 - Hazardous material regulation and response
 - Water quality inspections
 - Landfill regulation
 - Animal care & control – contracted to Peninsula Humane Society
 - Lab tests for public/private providers for specific diseases that are a threat to public health
- Protect from contagious diseases
 - Sexually Transmitted Disease (STD) clinic and outreach to prevent the spread of STDs
 - Tuberculosis (TB) control and clinic
 - Bioterrorism monitoring and response preparation
 - Immunization campaigns
- Ensure a functioning emergency medical care system that includes: Paramedic service – contracted to AMR, regulation of emergency departments of local hospitals and disaster response
- Provide public health information
 - Epidemiology services to monitor the spread of diseases, especially infectious communicable diseases
 - Predictions of future health trends, in collaboration with the Healthy Community Collaborative representing all hospitals in the county
 - Birth and death certificates, burial permits, medical marijuana ID cards
- Prevent injury and disease by changing conditions, often in partnership with cities and other departments (Planning, Housing and Public Works), community-based organizations, and regional organizations
 - Food system improvement in collaboration with the Farm Bureau and Food Alliance which includes representatives from other County departments, area hospitals and schools as well as farmers
 - Promotion of active transportation such as walking, biking, and public transit in partnership with other departments (Planning, Housing and Public Works) and cities
 - Promotion of anti-smoking or tobacco cessation through the Tobacco Free project

Services to low-income people in need of medical/mental health care

- Encourage and assist people to begin application process for Medi-Cal and other insurance programs; partner with Human Services Agency to maximize Medi-Cal enrollment and retention for those who qualify

- Enroll people with no other options in local coverage programs which are ACE for adults and Healthy Kids for children
- Provide medical and mental health care to people
 - With government-sponsored coverage, including Access and Care for Everyone (ACE) and Healthy Kids
 - To all who come to the San Mateo Medical Center emergency department
- Work with Health Plan of San Mateo and Community Health Network for the Underserved (CHNU) to ensure some care is provided through private providers in the community

Services to seriously mentally ill children and adults

- Provide emergency services at SMMC Psychiatry Emergency Services (PES)
- Provide inpatient services for those who are involuntarily committed as a danger to self or others, and others needing hospitalization
- Provide outpatient services through Behavioral Health and Recovery Services (BHRS) specialty clinics and contracted providers
- Partner with Probation and Child Welfare to provide mental health/substance abuse services to those in the criminal justice, child welfare, and education systems
- Divert people, especially those with mental illness/substance abuse, from jail and/or assist them with not recidivating
 - Crisis Intervention Training
 - Pathways Court
 - Achieve 180 Re-entry Program
 - Choices Program
- Put people who need on-going care into placements
 - Community programs – contracted to non-profit community providers
 - Full Service Partnerships – contracted to non-profit community providers
 - Board and care placements – contracted to community providers
 - Cordilleras – contracted to Telecare
 - Canyon Oak Youth Center
 - Locked skilled nursing facilities - contracted to providers
 - Locked state mental hospitals – contract with State

Services to people with addictions

- Substance abuse treatment – contracts with non-profit community providers

Services to children and adults in correctional facilities

- Provide medical clearance for entry, basic medical and mental health care, addiction treatment and food

Services to children and families at risk, including those in the child welfare or foster care systems (in partnership with Human Services Agency)

- Pre to 3 program of public health home visits and multidisciplinary response to perinatal addiction and mental health issues
- Black Infant Health program
- Adolescent Family Life Program

- Connections to preventive pediatric and dental care (CHDP – Child Health and Disability Prevention)
- Early identification and response to childhood trauma
- Mental and medical care services to children in foster care
- Nutritional supports such as food supports and education through Women, Infants and Children (WIC) and breastfeeding promotion

Services to children with disabling conditions

- Authorize and arrange medical care for those conditions, provide case management for those conditions and occupational and physical therapy for those conditions

Services to older and dependent adults

- Provide services so they can live independently through In-Home Supportive Services (IHSS), Meals on Wheels, Adult Day Health, Congregate Nutrition
- Investigate allegations of abuse or neglect and respond to protect older and disabled adults
- Provide assistance and some oversight to long term care placements – contract with Ombudsman program
- Take over financial, medical, and/or other decision-making for adults who cannot do it for themselves as result of mental illness or mental incapacity through the Public Guardian, Lanterman-Petris-Short Act (LPS) Conservatorship and Representative Payee programs.
- Administer estates of residents who die without anyone to manage their estate through Public Administrator (moving to Health from District Attorney's Office in FY 2011-12)
- Interdisciplinary primary care at Ron Robinson Senior Care Center
- Provide skilled nursing care at Burlingame Long-Term Care (BLTC)

Major Accomplishments

The Health System is seeing unprecedented levels of need for our services while having to deal with unprecedented reductions in funding. The Health System continues to look for program efficiencies:

- Reduced processing time for ACE eligibility from 45 days to under 3 days, while absorbing a 15% increase in enrollments, up to more than 25,000 ACE participants for FY 2010-11.
- Redesigned the Public Guardian program to improve efficiencies and compliance by reducing the number of continuances of annual accountings to the Superior Court from 12% to 5%.
- Delivered savings of approximately 15% for Sheriff and Probation Food Services due to efficiencies/ menu changes, in addition to prior year budget reductions.
- Planned for the integration of California Children's Services into the Health Plan, which will provide more efficient and effective services to children with long-term illnesses or disabilities.
- Increased capacity in SMMC clinics by implementing the Seamless Care Initiative to reduce no-show rates and increase usage of open provider appointments, reducing the wait list for new primary care appointments from nearly 5,000 to 2,600.

Completed or began several technology projects to improve program outcomes and services:

- Transitioned to Envision Connect, allowing Environmental Health to better manage inventories, facility inspections, and billing information.

- Completed the transition to the web-based Confidential Morbidity Report to maintain and improve computerized datasets for disease control efforts, analysis, and reporting, resulting in staffing efficiencies.
- Completed installation of AVATAR (electronic mental health record) in our mental health division on time and on budget.

Other accomplishments:

- Established specific goals for 2015 in five areas at SMMC: Quality and Safety, Staff Engagement, Patient Experience, Financial Stewardship and Community Partnership, and made significant progress in reaching those goals.
- Received a five-year grant in Environmental Health to address Campylobacter educate food handlers and the public regarding the dangers of mishandling raw chicken.
- Received a "Total Wellness" grant from Substance Abuse and Mental Health Services Administration (SAMHSA) to further the integration of behavioral health and primary care to improve the health outcomes of seriously mentally ill adults.
- Completed provider orientation and enrollment of over 3,400 In-Home Supportive Services (IHSS) independent providers in accordance with a new State requirement; to prevent IHSS recipients from experiencing interruptions in personal care services.
- Walk to School Day efforts led to an estimated 3,495 students walking or biking to school on October 6, 2010.
- Provided educational and professional development opportunities to AAS staff and community partners to improve intervention techniques with vulnerable seniors and persons with disabilities through the Hoarding Awareness conference, Long-Term Care Integration learning sessions, and participation in the Crisis Intervention Training for Law Enforcement.
- Trained 322 Health System Managers in Incident Command System (ICS) to increase the Health System's ability to appropriately respond to health emergencies such as pandemic influenza, seasonal influenza, norovirus, pertussis, and bioterrorism and chemical agents.
- Merged entry to services for both mental health and alcohol and drug services into a single unit to achieve efficiencies and to take advantage of large scale changes in the financing of behavioral health services at the Federal level.
- Began implementing menu labeling requirements at restaurants to assist the public in making smarter food choices when eating out.
- Completed Human Papillomavirus (HPV) education and vaccination of 98% of youth at the Youth Services Center and implemented classes on topics such as nutrition, dental care and substance abuse.
- Improved service to clients seeking health coverage through a telephone hotline, with more than 80% of callers receiving a live answer and calls answered in less than one minute.

Net County Cost Breakdown – Health System including Contribution to Medical Center

Mandated	FY 2010-11 Revised	FY 2011-12 Recommended
HazMat Emergency Services Joint Powers Authority (JPA)	\$69,116	\$69,116
Early Mental Health Screening of Children in Medi-Cal	\$145,000	\$145,000
Adult Protective Services Maintenance of Effort (MOE)	\$248,503	\$248,503
Animal Control Joint Powers Authority (JPA)	\$300,695	\$300,695
California Children Services Maintenance of Effort (MOE)	\$958,650	\$1,180,877
Public Guardian/Public Administrator	\$2,640,327	\$2,680,800
Communicable Disease, Prevention, Testing and Treatment	\$4,092,231	\$3,113,462
IHSS County Share of Cost*	\$4,849,182	\$3,762,445
Medical / Mental Health for Children and Adults in Custody	\$8,077,566	\$6,703,132
Health Realignment Maintenance of Effort – Non-Medical Center	\$2,431,452	\$2,431,452
Health Realignment Maintenance of Effort – Medical Center	\$5,832,098	\$5,832,098
Indigent Health Care & Medi-Cal Waiver MOE – Non-Medical Center	\$1,881,820	\$1,564,905
Indigent Health Care & Medi-Cal Waiver MOE – Non-Medical Center	\$40,498,131	\$35,420,725
Sub-total	\$72,024,771	\$63,453,210
Discretionary		
Bioterrorism Program	\$47,296	\$42,733
UC - Cooperative Extension	\$130,008	\$170,451
Local Match - Grants for Alcohol and Other Drugs (AOD) services	\$218,633	\$224,527
Women, Infants and Children (WIC) Nutrition Program	\$613,181	\$335,019
Choices Chemical Dependency Treatment Program	\$674,040	\$671,024
Psychiatric Residency Training Program	\$1,040,815	\$689,356
Primary Prevention Activities to Promote Food System Reform and Active Transportation	\$1,412,223	\$771,402
Board of Supervisors Mandated Projects, e.g. Alcohol and other Drugs (AOD) Prevention Strategic Plan, Pharmaceutical Disposal, Tobacco Prevention	\$1,597,000	\$1,595,717
Local Match - Grants for Support of At-Risk Children	\$1,760,267	\$1,724,670
Aging and Disability Safety Net Services	\$1,853,641	\$1,763,474
Local Match - Enrollment into Health Coverage Programs (MAA/TCM) \$2,007,677		\$2,201,770
Local Match - Home Visiting and Support for At-Risk Children (MAA/TCM) \$4,677,992		\$3,833,216
Mental Health and Alcohol and Drug Safety Net Services, including medications, for Children, Youth and Adults	\$12,762,767	\$13,708,976
Sub-total	\$29,795,540	\$27,732,335
Total Net County Cost	\$100,20,311	\$91,185,545

* The Public Administrator is moving from the District Attorney to the Health System in FY 11-12.

Reserves Category		
General Fund Reserves	\$12,837,683	\$10,380,615
% Net Approps	2.5%	2.0%
Non-General Fund Reserves	\$6,022,786	\$3,825,563
% Net Approps	1.1%	0.7%

Health System

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
Funded			
Aging and Adult Services Community-Based Programs*	\$16,065,058	\$2,072,116	2-13
Aging and Adult Services Conservatorship / Public Guardian Program	\$6,706,587	\$2,680,800	2-14
Public Authority for In-Home Supportive Services (IHSS)	\$18,119,148	\$0	2-15
Public Authority for In-Home Supportive Services Fund	\$3,702,306	\$3,702,306	2-16
BHRS Adult and Older Adult Services*	\$65,549,228	\$8,101,613	2-17
BHRS Alcohol and Other Drug Services*	\$15,352,862	\$5,064,046	2-18
BHRS Child / Youth Services*	\$28,596,602	\$5,050,464	2-19
BHRS Compliance, Quality Assurance and Administration	\$20,107,378	\$1,050,567	2-20
Correctional Health Services*	\$9,561,864	\$7,374,156	2-21
Emergency Medical Services – General Fund	\$4,876,168	\$0	2-22
Emergency Medical Services - Trust	\$4,684,982	\$0	2-23
Environmental Health Services	\$15,712,335	\$215,290	2-24
Family Health Services*	\$24,759,891	\$7,073,782	2-25
Health System Administration	\$2,433,826	\$0	2-26
Health Policy and Planning	\$10,535,693	\$3,271,828	2-27
Chronic Disease and Injury Prevention	\$987,006	\$75,225	2-28
Public Health	\$23,577,018	\$4,200,529	2-29
San Mateo Medical Center*	\$261,466,677	\$41,252,823	2-30-35
	Total	\$532,794,629	\$91,185,545
Unfunded			
AAS Elimination of Ombudsman Services / Reduction of Community Provider Funding	\$97,000	\$97,000	2-36
AAS Reduced Support for Adult Protection Services	\$79,864	\$31,795	2-36
AAS Reduced Ability to Handle Financial Matters	\$202,208	\$202,208	2-37
AAS Reduction in Support of Commissions and Provider Services	\$96,424	\$96,424	2-37
State Cut – Reduction for Multipurpose Senior Services Program**	\$85,700	\$0	2-38
BHRS Reduction in Psychiatric Residency Program	\$351,459	\$351,459	2-38
BHRS Client Transportation Reductions	\$150,000	\$150,000	2-39
BHRS Elimination of Services to 525 At-Risk Children	\$1,040,795	\$920,575	2-39
BHRS Elimination of Six Locked Acute Psych Beds for Adults in SMMC	\$383,040	\$383,040	2-40
BHRS Administration Reductions	\$298,062	\$298,062	2-40
BHRS Adult and Older Adult Services – Joint Placement Fund	\$500,000	\$500,000	2-41

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

**New reductions after the March Preliminary Budget Hearings

		<i>continued from previous page</i>	Total Requirements	General Fund Allocation	Page #
Unfunded		BHRS Elimination of In-Home Crisis Services to 70 Children in Juvenile Justice	\$390,000	\$390,000	2-41
		State Cut – Alcohol and Other Drug Services Reductions**	\$649,535	\$0	2-42
		State Cut – BHRS Child / Youth Services State Juvenile Justice Reduction**	\$81,453	\$0	2-42
		Treatment Services to Non-Violent Offenders: Proposition 36 and Justice Assistance Grant Eliminations	\$700,000	\$0	2-43
		CHS Medical and Mental Health Reductions for Children and Adults in Custody	\$207,474	\$207,474	2-43
		CHS Reduction of Jail Inpatient Acute Psychiatric Beds	\$432,710	\$432,710	2-44
		Elimination of Mental Health Emergency Response (SMART Program)	\$353,440	\$137,240	2-44
		FHS Reductions to 450 Disabled and At-Risk Children	\$588,022	\$329,344	2-45
		FHS Reductions to 1,000 Disabled and At-Risk Children	\$596,095	\$385,602	2-45
		FHS Reductions to 50 Black Infant Health At-Risk Mothers and Children	\$90,000	\$90,000	2-46
		FHS Reduction in Early Intervention Services	\$522,396	\$0	2-46
		HPP Reductions in Long-Term Prevention	\$138,759	\$138,759	2-47
		HPP Reduction in Health Coverage Enrollment Assistance	\$202,400	\$111,400	2-47
		HPP Reduction in Epidemiology and in Community Planning	\$227,300	\$227,300	2-48
		Total	\$8,464,136	\$5,480,392	
		Unfunded Enhanced Requests			
		AAS IT System for Long Term Care Integration	\$150,000	\$150,000	2-49
		PH Mobile Clinic Services for Homeless	\$82,410	\$82,410	2-49
		E-Health Record (EHR) System to Qualify for Federal Incentive Payments	\$5,000,000	\$1,500,000	2-52
		Total	\$5,232,410	\$1,732,410	

**New reductions after the March Preliminary Budget Hearings

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Aging and Adult Services – Legal Aide	\$60,000			\$60,000
BHRS Services to 240 Adults	\$935,264	\$51,264		\$884,000
BHRS Services to 180 Emotionally Disturbed Children	\$348,938	\$14,748		\$334,190
Alcohol and Other Drug Substance Abuse Treatment for 225 Adults	\$625,272			\$625,272
Correctional Health Services to Adults and Children in Custody	\$700,000		\$700,000	
Family Health Services – California Children's Services	\$451,894	\$151,894		\$300,000
San Mateo Medical Center Provider Team	\$415,000			\$415,000
SMMC IT Improvements to Qualify for Federal Incentive Payments	\$561,000	\$61,000		\$500,000
Total	\$4,097,368	\$278,906	\$700,000	\$3,118,462

PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Program: Aging and Adult Services Community-Based Programs

Program Outcome Statement

Protect seniors and people with disabilities from abuse or neglect

Description of Services

Adult Protective Services (APS) responds to over 1,150 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 3,256 Medi-Cal eligible aged, blind and disabled individuals to remain living at home and out of institutional care. The Multipurpose Senior Service program serves 210 seniors who would otherwise be placed in skilled nursing facilities. Representative Payee assist over 175 clients with their finances. AAS also contracts with community providers that help avoid institutional care or homelessness.

Outcome Measures

Percent of Adult Protective Services cases effectively resolved and stabilized for at least 12 months

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
84%	88%	78%

Percent of at-risk individuals maintained in a least restrictive setting through case management

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
99%	95%	85%

Description of Results

The number of IHSS consumers has increased by 33%, and APS cases have increased by 16% since FY 2006-07. Despite these increases in workload, AAS Community-Based Programs have been able to keep 95% of at-risk individuals in a least restrictive setting through case management, and 88% of APS cases effectively resolved and stabilized for at least 12 months. At this reduced funding level, fewer people will be able to live safely at home, resulting in homelessness and need for crisis medical care. It is expected that 85% of at-risk individuals will be maintained in a least restrictive setting through case management, and that 78% of APS cases will be effectively resolved and stabilized for at least 12 months. Reserves in the amount of \$400,000 are being used to minimize program reductions.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$16,620,463	Total Sources	\$16,065,058
General Fund Allocation	\$2,463,803	General Fund Allocation	\$2,072,116
State Revenue	\$5,715,672	State Revenue	\$5,395,105
Federal Revenue	\$6,131,124	Federal Revenue	\$6,430,713
Other Revenue	\$463,931	Other Revenue	\$741,193
Fund Balance	\$1,845,933	Fund Balance	\$1,425,931
Total Requirements	\$16,620,463	Total Requirements	\$16,065,058
Gross Appropriations	\$15,394,530	Gross Appropriations	\$15,199,127
Intrafund Transfers	\$(200,000)	Intrafund Transfers	\$(160,000)
Reserves	\$1,425,933	Reserves	\$1,025,931
Number of Positions	73.0	Number of Positions	71.0
Number of FTEs	73.0	Number of FTEs	71.0

PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Program: Aging and Adult Services Conservatorship / Public Guardian Program

Program Outcome Statement

Maintain the safety and health of conservatees

Description of Services

The AAS Conservatorship / Public Guardian (PG) program assumes decision-making power to ensure the physical and financial well-being of residents who are disabled by mental illness, dementia, or chronic disease and are deemed unable to care for themselves by the Superior Court (known as "being conserved"). 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.

Outcome Measures

Total value of assets managed by the Public Guardian

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$59,157,659	\$61,000,000	\$59,000,000

Percent of all clients who received at least one face-to-face visit every 90 days

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	95%	89%

Description of Results

The Public Guardian ensures the well-being and safety of over 800 conserved clients and the protection of their finances. Without the Public Guardian, vulnerable individuals would be at risk of financial exploitation, abuse and institutionalization. In addition, there would be a negative impact on code enforcement, public safety and the Criminal Justice System as these individuals do not have anyone else to assist them with various responsibilities that allow them to remain safely in their homes. Without this assistance, their homes could lapse into disrepair, creating hoarding situations involving code enforcement and the conservatees themselves could have difficulties interacting in the community. It is the legal responsibility of this County to protect its vulnerable residents who require conservatorship and who do not have anyone appropriate to help them. Funding at this level will reduce the level of support to conservatees for financial management and application for benefits. The administration of the Public Administrator program is being transferred from the District Attorney's Office to AAS. Four filled positions will be transferred to AAS.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$6,566,739	Total Sources	\$6,706,587
General Fund Allocation	\$2,640,327	General Fund Allocation	\$2,680,800
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,926,412	Other Revenue	\$4,025,787
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$6,556,739	Total Requirements	\$6,706,587
Gross Appropriations	\$7,691,342	Gross Appropriations	\$8,001,406
Intrafund Transfers	\$(1,124,603)	Intrafund Transfers	\$(1,294,819)
Reserves	\$0	Reserves	\$0
Number of Positions	44.0	Number of Positions	46.0
Number of FTEs	44.0	Number of FTEs	46.0

PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Program: Public Authority for In-Home Supportive Services

Program Outcome Statement

Keep people at home with caregiver support

Description of Services

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 3,207 caregivers for 3,256 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks, conducting caregiver orientations and trainings, and managing caregiver wages and health benefits.

Outcome Measures

Average number of caregivers served by the Public Authority per month

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
3,052	3,600	4,000

Average number of timecards processed per month

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
6,811	7,000	7,600

Description of Results

The Public Authority ensures that 3,256 low-income seniors and people with disabilities remain safely in their homes and provides training, employment and health benefits to 3,207 primarily low-income caregivers. The County is required to provide 18% of the cost of the program to draw down 82% of the funding from the state and federal governments. The expected county cost of the program this year is \$13,844,225. The County is providing only \$3,702,306, a reduction of \$785,217 from last year, even though the County share of cost for the program has increased by \$3.9 million due to the reduction in FMAP from last year. The County's share of costs has increased due to a reduced contribution from the federal government. \$2.17 million in Reserves from the IHSS Public Authority will be used in FY 2011-12 to fill this gap. With reduced support from the County, the IHSS program, which is an entitlement program, will exhaust all of its Reserves by June 2013. Therefore, to meet its legal obligation, it is projected the County will need to contribute an additional \$615,000 in FY 2012-13 and an additional \$7.5 million in FY 2013-14.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$18,032,140	Total Sources	\$18,119,148
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$6,692,058	State Revenue	\$8,271,108
Federal Revenue	\$3,158,421	Federal Revenue	\$2,423,323
Other Revenue	\$4,808,994	Other Revenue	\$4,052,050
Fund Balance	\$3,372,667	Fund Balance	\$3,372,667
Total Requirements	\$18,032,140	Total Requirements	\$18,119,148
Gross Appropriations	\$14,659,473	Gross Appropriations	\$16,919,148
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$3,372,667	Reserves	\$1,200,000
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Program: Public Authority for In-Home Supportive Services Fund

Program Outcome Statement

Keep people at home with caregiver support

Description of Services

This Public Authority IHSS Fund is the County’s required 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 workers. The workers assist with the tasks of daily living such as toileting, getting in / out of bed, cooking / feeding, ensuring medications are taken and medical appointments are kept. The PA manages 3,207 caregivers for 3,256 beneficiaries by recruiting caregivers, maintaining a registry, conducting background checks and caregiver orientations / trainings. The PA also manages the wages and health benefits for the independent providers.

Outcome Measures

N/A

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	N/A

N/A

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	N/A

Description of Results

The County is required to provide 18% of the cost of the program to draw down 82% of the funding from the state and federal governments. The expected cost of the program in FY 2011-12 is \$13,844,225. The County is providing only \$3,702,306, a reduction of \$785,217 from last year, even though the cost of the program has increased by \$3.9 million from last year. \$2.17 million in Reserves from the IHSS Public Authority will be used to fill this gap. The County match will draw in \$60.5 million in state and federal funding to San Mateo County. However, with this reduction in support from the County, the IHSS program, which is an entitlement program, will exhaust all of its Reserves by June 2013. Therefore, it is projected the County will need to contribute an additional \$615,000 in FY 2012-13 and an additional \$7.5 million in FY 2013-14 to meet the current legal obligation for this program.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,487,523	Total Sources	\$3,702,306
General Fund Allocation	\$4,487,523	General Fund Allocation	\$3,702,306
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$4,487,523	Total Requirements	\$3,702,306
Gross Appropriations	\$4,487,523	Gross Appropriations	\$3,702,306
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Program: BHRS Adult and Older Adult Services

Program Outcome Statement

Promote recovery and independence for mentally ill adults

Description of Services

Behavioral Health and Recovery Services to Adult 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, and residential and supported housing alternatives are provided for the most vulnerable. Services are co-located with primary care and are offered through specialty mental health teams for those who have greater needs.

Outcome Measures

Percent of customer survey respondents indicating they have benefitted from mental health treatment

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	95%	90%

Number of clients with five or more inpatient stays

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
0	2	4

Description of Results

The goals of Behavioral Health and Recovery Services to 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, avoid unnecessary hospitalization, arrests and other negative outcomes, including decreased homelessness. 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 2011-12 that 90% of clients surveyed will indicate they have benefitted from services, and that only four clients will have five or more inpatient stays. Base funding, including \$1,291,010 from Reserves, will result in at least 270 clients losing services, fewer critically needed psychiatrists will be trained, and a loss of \$51,264 in matching federal funding. Funding for these services will include new Coverage Initiative revenue for Access and Care for Everyone (ACE) enrolled clients.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$63,163,156	Total Sources	\$65,459,228
General Fund Allocation	\$7,596,480	General Fund Allocation	\$8,101,613
State Revenue	\$30,153,099	State Revenue	\$33,053,689
Federal Revenue	\$1,327,087	Federal Revenue	\$1,538,587
Other Revenue	\$24,086,490	Other Revenue	\$21,564,329
Fund Balance	\$0	Fund Balance	\$1,291,010
Total Requirements	\$63,163,156	Total Requirements	\$65,549,228
Gross Appropriations	\$63,339,759	Gross Appropriations	\$65,549,228
Intrafund Transfers	\$(176,603)	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	163.0	Number of Positions	162.0
Number of FTEs	151.0	Number of FTEs	152.0

PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Program: BHRS Alcohol and Other Drug Services

Program Outcome Statement

Prevent and treat AOD use and abuse

Description of Services

Alcohol and Other Drug Services (AOD) provides substance use prevention, treatment and recovery services to individuals and families. Treatment enables clients to attain sobriety and recovery, achieve stable employment and housing, and engage in positive relationships. AOD also works on prevention by supporting community partnerships to reduce the use, abuse, and impact of alcohol and drug related problems in our communities. AOD also ensures regulatory compliance, contract oversight and accountability, quality assurance, and best practice implementation.

Outcome Measures

Percent of clients referred to a treatment program who are subsequently admitted

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
86%	70%	60%

Percent of clients who successfully complete alcohol and drug treatment services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
60%	60%	60%

Description of Results

Alcohol and Other Drug Services will provide treatment to 2,750 individuals in FY 2011-12 which is estimated at 6% of the need in San Mateo County. 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. AOD ensures consumers receive high quality services by promoting the use of evidence-based practices by all providers. Recently, AOD encouraged a shift from an “acute care” model to a “continuing care and support” model which reflects current research findings that addiction is a chronic relapsing disease. 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 focus on strategies to reduce barriers to access, improve safety in neighborhoods, enhance social cohesion, foster prosperity, and reduce stigma. Funding at this level, including \$95,000 from Reserves, will result in at least 625 fewer clients receiving services and a reduction in administrative capacity.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$16,720,686	Total Sources	\$15,352,862
General Fund Allocation	\$5,016,826	General Fund Allocation	\$5,064,046
State Revenue	\$2,683,409	State Revenue	\$2,245,826
Federal Revenue	\$6,008,024	Federal Revenue	\$5,188,440
Other Revenue	\$2,667,561	Other Revenue	\$2,698,997
Fund Balance	\$344,866	Fund Balance	\$155,553
Total Requirements	\$16,720,686	Total Requirements	\$15,352,862
Gross Appropriations	\$17,121,396	Gross Appropriations	\$15,846,572
Intrafund Transfers	\$(556,263)	Intrafund Transfers	\$(556,263)
Reserves	\$155,553	Reserves	\$60,553
Number of Positions	29.0	Number of Positions	29.0
Number of FTEs	27.0	Number of FTEs	27.0

PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Program: BHRS Child / Youth Services

Program Outcome Statement

Improve mental health for children, youth and families

Description of Services

Behavioral Health and Recovery Services for Child / Youth provides outreach, assessment, counseling, treatment, case management, medication, and assistance with managing care to seriously emotionally disturbed children and their families. Many children come to BHRS via Child Welfare due to abuse or neglect at home. Others come to BHRS via Juvenile Probation, as their mental illness or substance abuse has gotten them involved with the criminal justice system. BHRS also provides emergency and inpatient care for children and youth in crisis, and operates a 12 bed residential treatment facility. Services are provided in partnership with the schools, Child Welfare and Probation.

Outcome Measures

Average monthly census of out-of-home placements at the group home level

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
85	85	95

Percent of survey respondents who agree/strongly agree the client is better at handling daily life

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
89%	95%	70%

Description of Results

Behavioral Health and Recovery Services for Child / Youth provides services to severely emotionally disturbed children to keep children 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 indicate youth receiving services are better at handling daily life. BHRS with its partners in Child Welfare and Probation has been successful reducing the out-of-placement rate substantially over the last five years and maintaining high-risk youth in community settings. It is expected in FY 2011-12 that 70% of survey respondents will agree the client is better at handling daily life. Funding at this level, including \$639,000 from Reserves, will result in services being lost or reduced for 535 children. If funded at this level, 70 children and families will not receive in-home crisis services, and \$134,968 in matching federal / state funding will be lost.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$30,617,629	Total Sources	\$28,596,602
General Fund Allocation	\$5,392,005	General Fund Allocation	\$5,050,464
State Revenue	\$18,532,807	State Revenue	\$18,287,433
Federal Revenue	\$2,076,131	Federal Revenue	\$2,076,131
Other Revenue	\$4,616,686	Other Revenue	\$2,543,499
Fund Balance	\$0	Fund Balance	\$639,075
Total Requirements	\$30,617,629	Total Requirements	\$28,596,602
Gross Appropriations	\$33,352,768	Gross Appropriations	\$31,250,288
Intrafund Transfers	\$(2,735,139)	Intrafund Transfers	\$(2,653,686)
Reserves	\$0	Reserves	\$0
Number of Positions	157.0	Number of Positions	148.0
Number of FTEs	150.0	Number of FTEs	142.0

PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Program: BHRS Compliance, Quality Assurance and Administration

Program Outcome Statement

Compliance, Quality Assurance and Administration provides program and fiscal direction for BHRS

Description of Services

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 support, 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.

Outcome Measures

Percent of staff who are satisfied or very satisfied

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
92%	90%	85%

Average number of days to complete contracts development process

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
37	50	65

Description of 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 and treatment and recovery services. Overall \$2,025,085 in Reserves is necessary to support critical services. In addition, funding at this level will have the following impacts: reduced leadership's ability to manage the complex finances, delayed responses to client and stakeholder inquiries, reduced transportation services for clients to some critical appointments, and significantly reduced available funds to repair or replace broken furniture and equipment.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$22,181,181	Total Sources	\$20,107,378
General Fund Allocation	\$958,975	General Fund Allocation	\$1,050,567
State Revenue	\$5,041,986	State Revenue	\$5,453,250
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$9,431,325	Other Revenue	\$8,838,492
Fund Balance	\$6,748,895	Fund Balance	\$4,765,069
Total Requirements	\$22,181,181	Total Requirements	\$20,107,378
Gross Appropriations	\$17,455,428	Gross Appropriations	\$16,646,917
Intrafund Transfers	\$(664,793)	Intrafund Transfers	\$0
Reserves	\$5,390,546	Reserves	\$3,460,461
Number of Positions	51.0	Number of Positions	51.0
Number of FTEs	50.0	Number of FTEs	51.0

PROGRAM SUMMARY

Department: Health System

Division: Correctional Health Services (CHS)

Program: Correctional Health Services

Program Outcome Statement

Improve the health of children/adults in custody

Description of Services

Correctional Health Services (CHS) provides basic medical and mental health care for children and adults who are in custody at correctional facilities. Services for adults include health screenings for infectious / chronic diseases, 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.

Outcome Measures

Percent of offenders receiving timely histories and physicals

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
99%	98%	98%

Percent of mentally ill inmates engaging in treatment by receiving medications

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
46%	45%	38%

Description of Results

Each year, Correctional Health Services provides approximately 20,000 medical screenings to adult and youths in custody and prepare approximately 1.7 million meals served at the seven correctional facilities. It is expected that 98% of offenders will receive timely histories and physicals, in compliance with Corrections regulations. CHS identifies and provides basic mental health services to 2,300 mentally ill adults. The Choices Program provides intensive chemical dependency treatment to 1,500 inmates annually in a therapeutic community. At this level of funding, 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 decline from 45% to 38%.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$10,228,869	Total Sources	\$9,561,864
General Fund Allocation	\$8,751,606	General Fund Allocation	\$7,374,156
State Revenue	\$22,465	State Revenue	\$722,465
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$708,946	Other Revenue	\$708,946
Fund Balance	\$745,852	Fund Balance	\$756,297
Total Requirements	\$10,228,869	Total Requirements	\$9,561,864
Gross Appropriations	\$18,500,705	Gross Appropriations	\$17,710,615
Intrafund Transfers	\$(8,695,499)	Intrafund Transfers	\$(8,317,306)
Reserves	\$423,663	Reserves	\$168,555
Number of Positions	90.0	Number of Positions	88.0
Number of FTEs	87.0	Number of FTEs	84.0

PROGRAM SUMMARY

Department: Health System

Division: Emergency Medical Services

Program: Emergency Medical Services - General Fund

Program Outcome Statement

Maintain a timely and effective emergency medical services system

Description of Services

Emergency Medical Services (EMS) provides oversight and coordination of the countywide emergency medical services system. The system includes 911 emergency medical dispatch, fire paramedic first response, and emergency paramedic ground and air ambulance transport services. 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 EMTs. EMS processes physicians' claims for providing emergency care for which EMS receives an administrative fee from the EMS trust fund. EMS is also partially funded by the American Medical Response for oversight activities.

Outcome Measures

Percent of emergency medical service calls responded to on-time		
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
93.5%	92.0%	92.0%
Percent of patients reporting pain relief after paramedic intervention		
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
90.2%	85.0%	85.0%

Description of Results

Of the 47,000 countywide 911 medical calls received each year, 25,000 result in transport to an emergency department (ED), representing 10% of the population seen at EDs. EMS pays 11,000 claims from physicians and provide financial support to trauma hospitals, totaling \$1.3 million a year (25% of claimed uncompensated cost of emergency care in the County.) 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 on 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. If funded at this level, mental health clients will not be assessed on-the-scene by specially trained paramedic (SMART) staff, and therefore will end up in SMMC's or Peninsula Hospital's Psych Emergency Services (PES), or will experience the trauma of being jailed and contribute to jail overcrowding.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,812,857	Total Sources	\$4,876,168
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$4,812,857	Other Revenue	\$4,876,168
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$4,812,857	Total Requirements	\$4,876,168
Gross Appropriations	\$5,337,629	Gross Appropriations	\$5,128,932
Intrafund Transfers	\$(524,772)	Intrafund Transfers	\$(252,764)
Reserves	\$0	Reserves	\$0
Number of Positions	5.0	Number of Positions	5.0
Number of FTEs	5.0	Number of FTEs	5.0

PROGRAM SUMMARY

Department: Health System

Division: Emergency Medical Services

Program: Emergency Medical Services - Trust

Program Outcome Statement

Ensure timely payment for emergency care to uninsured

Description of Services

The Emergency Medical Services (EMS) - Trust is financed by a special assessment imposed on court fines, forfeitures, and traffic school fees under state law. The EMS - Trust funds costs for the physicians for uncompensated emergency care and to pay hospitals providing a disproportionately high level of uncompensated emergency and trauma care.

Outcome Measures

Total expenditures

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$2,324,844	\$2,261,237	\$2,059,419

N/A

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	N/A

Description of Results

On average, EMS pays 11,000 claims from physicians and provide financial support to trauma hospitals, paying out a total of approximately \$1.3 million a year. This represents 25% of the claimed uncompensated cost of emergency care in San Mateo County.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,911,356	Total Sources	\$4,684,982
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,199,415	Other Revenue	\$1,992,068
Fund Balance	\$2,711,941	Fund Balance	\$2,692,914
Total Requirements	\$4,911,356	Total Requirements	\$4,684,982
Gross Appropriations	\$2,261,237	Gross Appropriations	\$2,059,419
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$2,650,119	Reserves	\$2,625,563
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Health System

Division: Environmental Health Services

Program: Environmental Health Services

Program Outcome Statement

Protect public health by preventing food and waterborne illnesses

Description of Services

Environmental Health Services (EHS) protects the public's health by ensuring that food and water are safe. EHS keeps the food system safe by inspecting restaurants and grocery stores and monitoring tobacco sales to minors. EHS keeps the water safe by inspecting public pools, regulating the disposal of hazardous wastes, ensuring proper storage of hazardous materials, responding to spills, and by overseeing cleanups from releases. EHS monitors beach water to ensure it is safe for recreational uses. EHS maintains healthy housing by inspecting apartment buildings. EHS provides disposal of sharps, pharmaceuticals and household hazardous waste to all County residents.

Outcome Measures

Percent of permitted facilities receiving an annual inspection

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	98%	98%

Gallons of household hazardous waste diverted from landfill disposal

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
136,882	100,000	100,000

Description of Results

Environmental Health Services expects to conduct 12,850 inspections at regulated businesses during FY 2011-12. EHS expects to serve 37,500 households and divert 100,000 gallons of hazardous waste from landfill. EHS anticipates collecting 25,000 pounds of pharmaceuticals. At this funding level, the division expects to respond to 94% of the complaints within the required time period and ocean beaches will be open 98% of the total days. EHS anticipates responding to 30 emergency calls and EHS currently oversees cleanup at 294 unauthorized releases that have impacted groundwater. EHS will continue to suspend tobacco retailer licenses from businesses that are found to sell tobacco products to minors, as well as suspending operating permits of those businesses that show chronic major violations of food safety practices. Environmental Health Services is funded almost entirely by fees for services.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$16,163,103	Total Sources	\$15,712,335
General Fund Allocation	\$235,323	General Fund Allocation	\$215,290
State Revenue	\$1,603,089	State Revenue	\$1,611,838
Federal Revenue	\$149,078	Federal Revenue	\$149,078
Other Revenue	\$11,881,778	Other Revenue	\$11,442,294
Fund Balance	\$2,293,835	Fund Balance	\$2,293,835
Total Requirements	\$16,163,103	Total Requirements	\$15,712,335
Gross Appropriations	\$13,890,720	Gross Appropriations	\$13,622,098
Intrafund Transfers	\$(21,452)	Intrafund Transfers	\$(113,057)
Reserves	\$2,293,835	Reserves	\$2,203,294
Number of Positions	74.0	Number of Positions	74.0
Number of FTEs	74.0	Number of FTEs	74.0

PROGRAM SUMMARY

Department: Health System

Division: Family Health Services (FHS)

Program: Family Health Services

Program Outcome Statement

Improve the health of children and families

Description of Services

Family Health Services (FHS) improves the health of low-income children and helps to eliminate health disparities by intervening early in the lives of at-risk children. FHS visits families to teach parenting and nutritional skills and provide healthy food to mothers and children. FHS connects children with severe disabilities to medical services and provides physical and occupational therapy. FHS responds to disasters and staffs immunization clinics. Services 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, and Women Infant and Children Program (WIC).

Outcome Measures

Percent of infants serviced by FHS who are breastfed

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
85%	85%	79%

Percent of low-income children up-to-date on immunizations at age two

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
85%	85%	78%

Description of Results

Family Health Services provides outreach, education, case management, prevention services and treatment to low-income mothers and children including teen moms and children with disabilities. If funded at this level, approximately 1,650 disabled and disadvantaged children would not receive current-level services. Breastfeeding decreases childhood illnesses and obesity, reduces healthcare costs, and helps the environment by decreasing waste. It is expected the percentage of moms breastfeeding will drop from 85% to 79%. FHS supplies and directly provides vaccines and provide leadership, support and training to healthcare professionals. The percentage of low income children who are immunized is expected to fall from 85% to 78%, increasing healthcare costs, and putting kid's lives at risk. Additionally, funding at this level reduces services in the following areas: most outreach to at-risk children and families, most disaster preparedness activities, specialized case management for mentally ill and addicted mothers, and group classes for African-American mothers.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$26,730,064	Total Sources	\$24,759,891
General Fund Allocation	\$8,010,090	General Fund Allocation	\$7,073,782
State Revenue	\$10,891,156	State Revenue	\$10,771,833
Federal Revenue	\$350,000	Federal Revenue	\$0
Other Revenue	\$5,493,456	Other Revenue	\$4,920,052
Fund Balance	\$1,985,362	Fund Balance	\$1,994,224
Total Requirements	\$26,730,064	Total Requirements	\$24,759,891
Gross Appropriations	\$26,809,875	Gross Appropriations	\$24,777,034
Intrafund Transfers	\$(1,268,669)	Intrafund Transfers	\$(1,206,001)
Reserves	\$1,188,858	Reserves	\$1,188,858
Number of Positions	173.0	Number of Positions	159.0
Number of FTEs	163.0	Number of FTEs	150.0

PROGRAM SUMMARY

Department: Health System

Division: Health Administration

Program: Health System Administration

Program Outcome Statement

Leadership and management for a successful Health System

Description of Services

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

Outcome Measures

Percent of stakeholder survey respondents rating services good or better

FY 2009-10 Actual

86%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Percent of Health System budget allocated to Health Administration

FY 2009-10 Actual

1%

FY 2010-11 Estimate

1%

FY 2011-12 Target

1%

Description of Results

Administration provides the strategic and tactical direction for the Health System to carry out the Health System's mission to build a healthy community and increase San Mateo County residents' longevity and quality of life. It is expected in FY 2011-12 that 90% of stakeholder survey respondents will rate services good or better.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,448,034	Total Sources	\$2,433,826
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$464,516	State Revenue	\$464,516
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,107,198	Other Revenue	\$1,504,580
Fund Balance	\$876,320	Fund Balance	\$464,730
Total Requirements	\$2,448,034	Total Requirements	\$2,433,826
Gross Appropriations	\$6,126,579	Gross Appropriations	\$5,738,043
Intrafund Transfers	\$(3,743,275)	Intrafund Transfers	\$(3,368,947)
Reserves	\$64,730	Reserves	\$64,730
Number of Positions	12.0	Number of Positions	12.0
Number of FTEs	12.0	Number of FTEs	11.0

PROGRAM SUMMARY

Department: Health System

Division: Health Policy and Planning (HPP)

Program: Health Policy and Planning

Program Outcome Statement

Improve population health through environmental changes

Description of Services

Health Policy and Planning (HPP) leads the County's efforts to change the food and physical activity environments so the healthy choice becomes the easiest choice. This work is critical to prevent people from getting sick in the first place. 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 to find solutions. The Health Coverage Unit funds the Healthy Kids insurance program and assists uninsured residents to enroll in health coverage. HPP also conducts external communications for the Health System.

Outcome Measures

Percent of strategic initiative partners indicating an increased confidence in ability of the County and their

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
80%	76%	70%

Children enrolled in health insurance

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
33,295	35,000	35,000

Description of Results

HPP provides insurance to over 5,000 low-income children, assists over 38,000 uninsured residents to enroll in health coverage. HPP's long-term strategies to improve environments include: awarding 11 grants to local School Districts, community based organizations and cities; distributing over 300 nutrition and physical activity guidelines to preschools and childcare centers; distributing over 400 toolkits aimed at changing physical environments in San Mateo County to elected officials, city managers, commissioners, and planning and public works department leadership; providing technical assistance to 15 cities and unincorporated areas of San Mateo County where over 85% of County residents reside; and contacting 100% of San Mateo County cities who are significantly changing or completely updating their General Plans. Funding at this level means the Health System will be able to provide significantly less support to local communities, financially and technically, to develop healthy environments. The County's most vulnerable populations, including children and aging adults, will continue to have shorter lives and suffer a higher prevalence of injury, disease and chronic conditions.

FY 2010-11 Current Revised Budget

Total Sources	\$10,371,682
General Fund Allocation	\$3,890,018
State Revenue	\$240,000
Federal Revenue	\$0
Other Revenue	\$5,792,117
Fund Balance	\$449,547
Total Requirements	\$10,371,682
Gross Appropriations	\$13,807,999
Intrafund Transfers	\$(3,696,758)
Reserves	\$260,441
Number of Positions	52.0
Number of FTEs	52.0

FY 2011-12 Recommended Budget

Total Sources	\$10,535,693
General Fund Allocation	\$3,271,828
State Revenue	\$240,000
Federal Revenue	\$0
Other Revenue	\$6,651,966
Fund Balance	\$371,899
Total Requirements	\$10,535,693
Gross Appropriations	\$14,007,987
Intrafund Transfers	\$(3,732,735)
Reserves	\$260,441
Number of Positions	48.0
Number of FTEs	47.0

PROGRAM SUMMARY

Department: Health System

Division: Public Health (PH)

Program: Chronic Disease and Injury Prevention

Program Outcome Statement

Reduce tobacco usage and chronic disease

Description of Services

Chronic Disease and Injury Prevention (CDIP) works to reduce the usage of tobacco with a special focus on reducing tobacco sales to, and usage by, San Mateo youth both by supporting the Tobacco Education Coalition and through staff work in conjunction with other Health System programs. CDIP collaborates with other Health System programs to integrate health promotion and chronic disease prevention into existing efforts, and works to increase community capacity to identify and address the social determinants of health in impacted communities.

Outcome Measures

Number of new tobacco prevention or chronic disease prevention related policies implemented

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
5	2	2

Number of community members protected through new chronic disease prevention policies

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
106,249	80,000	80,000

Description of Results

Tobacco use accounts for about 20% of deaths in San Mateo County and is the most preventable cause of death and disease in the County. The work of the Tobacco Prevention Program, in concert with other tobacco control efforts in California, has contributed to the decrease in mortality rates due to heart disease, cancer, and lung disease. In 1990, 18.7% of adults in San Mateo County reported being current smokers. In 2010, 9.6% of San Mateo County adults were smokers. While the state experienced a 42% decrease in adult tobacco use rates during this period, San Mateo County's data represent a decrease of almost 50%. CDIP developed program plans to engage school settings, employer groups, and community partners in promoting tobacco preventions, nutrition, and physical activity. By improving physical activity and nutrition practices in the community, the County can further reduce death rates due to chronic disease. CDIP also seeks to achieve health equity for communities most impacted by health conditions by increasing the community capacity to lead efforts to identify, prioritize, and address community health issues.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,016,281	Total Sources	\$987,006
General Fund Allocation	\$88,500	General Fund Allocation	\$75,225
State Revenue	\$150,000	State Revenue	\$150,000
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$673,000	Other Revenue	\$657,000
Fund Balance	\$104,781	Fund Balance	\$104,781
Total Requirements	\$1,016,281	Total Requirements	\$987,006
Gross Appropriations	\$950,520	Gross Appropriations	\$921,359
Intrafund Transfers	\$(39,020)	Intrafund Transfers	\$(39,134)
Reserves	\$104,781	Reserves	\$104,781
Number of Positions	4.0	Number of Positions	4.0
Number of FTEs	4.0	Number of FTEs	4.0

PROGRAM SUMMARY

Department: Health System

Division: Public Health (PH)

Program: Public Health

Program Outcome Statement

Prevent, monitor and treat communicable diseases

Description of Services

Public Health (PH) work 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, operating the Edison Clinic 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.

Outcome Measures

Patients with HIV who receive primary medical care through Public Health have a HIV viral load of <50

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
79%	75%	75%

Percent of Public Health customer survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
98%	90%	90%

Description of Results

Public Health had approximately 220,000 service contacts including approximately 75,000 lab tests performed; 3,600 homeless clients served on 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; registered 4,600 deaths and 5,400 births; issued 35,000 animal licenses and processed 4,000 animals for adoption. In addition, approximately 9,000 calls linked community members to care. Funding at this level requires scaling back the planned mobile clinic hours of operation per week from 47 to 35, resulting in 420 fewer homeless clients seen.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$24,785,861	Total Sources	\$23,577,018
General Fund Allocation	\$4,958,606	General Fund Allocation	\$4,200,529
State Revenue	\$5,716,695	State Revenue	\$5,422,069
Federal Revenue	\$829,035	Federal Revenue	\$375,300
Other Revenue	\$10,972,219	Other Revenue	\$11,495,194
Fund Balance	\$2,309,306	Fund Balance	\$2,083,926
Total Requirements	\$24,785,861	Total Requirements	\$23,577,018
Gross Appropriations	\$26,278,371	Gross Appropriations	\$24,831,182
Intrafund Transfers	\$(3,021,853)	Intrafund Transfers	\$(3,097,175)
Reserves	\$1,529,343	Reserves	\$1,843,011
Number of Positions	95.0	Number of Positions	89.0
Number of FTEs	92.0	Number of FTEs	88.0

PROGRAM SUMMARY

Department: Health System

Division: San Mateo Medical Center (SMMC)

Program: SMMC Administration and Quality Management

Program Outcome Statement

Leadership and management for a successful San Mateo Medical Center

Description of Services

Administration, Financial Services and Quality Management improves the health and well-being of the patients of the San Mateo Medical Center by providing overall leadership, policy setting, management, fiscal and administrative oversight, support, quality assurance and improvement for all SMMC services.

Outcome Measures

Cost per adjusted patient day

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$881	\$820	\$959

Percent of annual quality assessment/improvement plans meeting targets

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
74%	73.3%	75%

Description of Results

San Mateo Medical Center will meet regulatory requirements, will come in on budget, and will provide efficient, effective and high quality of care to all patients.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$69,266,767	Total Sources	\$75,046,937
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$49,362,321	State Revenue	\$56,728,320
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$16,401,322	Other Revenue	\$18,318,617
Fund Balance	\$3,503,124	Fund Balance	\$0
Total Requirements	\$69,266,767	Total Requirements	\$75,046,937
Gross Appropriations	\$69,266,767	Gross Appropriations	\$75,046,937
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	144.0	Number of Positions	145.0
Number of FTEs	143.0	Number of FTEs	144.0

PROGRAM SUMMARY

Department: Health System

Division: San Mateo Medical Center (SMMC)

Program: SMMC Ambulatory Services

Program Outcome Statement

Improve health of patients served in community-based clinics

Description of Services

Ambulatory Services operates 11 clinics throughout the County that provide primary healthcare, preventive services, and limited public health services. This includes three North County Clinics; three Mid-County Clinics, and five South County Clinics. Ambulatory Services also works with the Health System's Edison Clinic where people with sexually transmitted diseases and infectious diseases receive care.

Outcome Measures

Cycle time in primary care clinics (in minutes)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
74	66:06	70

Percent of Medi-Cal/Medicare visits by County payor source

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
50.1%	50%	51%

Description of Results

In FY 2011-12, Ambulatory Services will provide primary and specialty care in clinics to 58,000 unique patients through 263,000 clinic visits. The Methadone Clinic will close, while services will be expanded at several others: the Esperanza Clinic will open by September 2011 to provide primary care to the developmentally disabled; the Total Wellness Program will be implemented, which will deliver integrated primary/behavioral health care at two behavioral health clinics; a new Dental Van will begin operations to provide dental services to the homeless, migrant seasonal farm workers, and pre-natal care patients; optometry services will be expanded to South San Francisco; a dental program will be added to offer dental exams and varnishes for children at the Willow and Daly City clinics; and the Coastside Clinic will be expanded, which will include primary, pediatric, and OB/GYN care as well as dental care.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$55,628,173	Total Sources	\$54,698,981
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$8,044,172	State Revenue	\$7,564,164
Federal Revenue	\$1,640,425	Federal Revenue	\$0
Other Revenue	\$45,943,576	Other Revenue	\$47,134,817
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$55,628,173	Total Requirements	\$54,698,981
Gross Appropriations	\$55,628,173	Gross Appropriations	\$54,698,981
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	354.0	Number of Positions	354.0
Number of FTEs	323.0	Number of FTEs	322.0

PROGRAM SUMMARY

Department: Health System

Division: San Mateo Medical Center (SMMC)

Program: SMMC Ancillary and Support Services

Program Outcome Statement

Ensure quality ancillary services, timely procedures and safe facilities for patients

Description of Services

Ancillary and Support Services provides services needed by patients as part of their overall care including Diagnostic Imaging (e.g. x-rays, MRIs, mammograms, EEG/EKG procedures), Laboratory, Pharmacy, Rehabilitation and Creative Arts Recreation Therapy, and Food and Nutrition Services. Ancillary and Support Services also includes six services that support operations: Materials Management, Environmental Services, Facilities and Engineering, Safety, Security, and Biomedical Engineering.

Outcome Measures

Percent of survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
86%	86%	90%

Percent of pharmacy refill requests filled within 24 hours

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
90%	90%	99%

Description of Results

For FY 2011-12, Ancillary and Support Services plans to provide the following volume of services: 63,200 diagnostic imaging procedures, 503,200 laboratory procedures, 1,331,000 pharmacy prescriptions, and 36,900 rehabilitation visits. Ancillary and Support Services expects to prepare 443,000 meals and fulfill 5,900 facilities and engineering service requests. In addition, as required by CMS (Centers for Medicare & Medicaid Services), the Pharmacy will begin providing services for Long Term Care Residents this year, previously contracted with Pharmerica. MRI services will be expanded to five days per week at a cost savings of \$100,000 annually, and Food and Nutrition Services will increase revenues by \$50,000 annually.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$48,534,964	Total Sources	\$49,662,498
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$48,534,964	Other Revenue	\$49,662,498
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$48,534,964	Total Requirements	\$49,662,498
Gross Appropriations	\$48,534,964	Gross Appropriations	\$49,662,498
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	229.0	Number of Positions	229.0
Number of FTEs	225.0	Number of FTEs	227.0

PROGRAM SUMMARY

Department: Health System

Division: San Mateo Medical Center (SMMC)

Program: SMMC Long-Term Care Services

Program Outcome Statement

Provide licensed long-term care and rehabilitation services for patients

Description of Services

Long-Term Care Services (LTC) provides elderly and disabled patients with long-term nursing care and rehabilitation on a 24/7 basis. The two campuses have a combined licensed occupancy of 345 beds—SMMC with 64 beds (32 active) and Burlingame with 281 beds. Both campuses provide skilled rehabilitation, creative arts & recreation therapy, skilled nursing, end-of life care, hospice care, maintenance and restorative nursing, wound care, and intravenous therapy.

Outcome Measures

Burlingame LTC percent of customer survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
67%	84%	90%

1AB LTC percent of customer survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
81%	84%	90%

Description of Results

For FY 2011-12, Long-Term Care Services projects to provide 425 patients with 98,550 days of 24/7 care. In addition, LTC will serve 296,000 meals and provide 12,500 rehabilitation treatments, 450 respiratory therapy services, 2,500 creative arts and recreation therapy activities, 21,800 laboratory procedures, 400 imaging procedures, and fill 30,100 prescriptions. These volumes are included in the total count of the Ancillary program, but are highlighted here to show the services required by the long term care units. Approximately 80% of LTC patients served by this program are in long-term care, with little to no expectation that they will be able to return to the community. Approximately 20% of LTC patients are in rehabilitation, with the expectation that with LTC help, they will be able to return to their homes.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$28,103,915	Total Sources	\$29,448,491
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$28,103,915	Other Revenue	\$29,448,491
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$28,103,915	Total Requirements	\$29,448,491
Gross Appropriations	\$28,103,915	Gross Appropriations	\$29,448,491
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	246.0	Number of Positions	250.0
Number of FTEs	197.0	Number of FTEs	202.0

PROGRAM SUMMARY

Department: Health System

Division: San Mateo Medical Center (SMMC)

Program: SMMC Patient Care Services

Program Outcome Statement

Improve health of patients served in the hospital and in the emergency room

Description of Services

Patient Care Services provides inpatient and outpatient medical care for San Mateo County residents, which includes the Intensive Care Unit (ICU), Medical-Surgical Services, Perioperative Services (Operating Room, Recovery Room, Short Stay, Endoscopy), Emergency Room, Infusion Center, Respiratory Therapy, and Keller Center for Domestic Violence Intervention. Patient Care Services has a total licensed occupancy of 64 medical-surgical beds, seven Intensive Care Unit beds, three Operating Rooms, and 15 Emergency Room beds.

Outcome Measures

Nurse Vacancy rate

FY 2009-10 Actual

10%

FY 2010-11 Estimate

6.3%

FY 2011-12 Target

5.4%

Percent of customer survey respondents rating services good or better

FY 2009-10 Actual

87%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Description of Results

For FY 2011-12, Patient Care Services projects that this division of the Medical Center will provide 2,700 patients with 12,410 inpatient days with an average length of stay of 4.6 days. In addition, Patient Care Services will provide 5,600 perioperative services, 35,000 emergency visits, 500 visits for domestic violence and abuse at the Keller Center, and 2,600 hours of infusion procedures.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$38,749,699	Total Sources	\$38,643,559
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$38,749,699	Other Revenue	\$38,643,559
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$38,749,699	Total Requirements	\$38,643,559
Gross Appropriations	\$38,749,699	Gross Appropriations	\$38,643,559
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	170.0	Number of Positions	168.0
Number of FTEs	147.0	Number of FTEs	146.0

PROGRAM SUMMARY

Department: Health System

Division: San Mateo Medical Center (SMMC)

Program: SMMC Psychiatry Services

Program Outcome Statement

Improve health of psychiatric patients served in the hospital and in the psychiatric unit

Description of Services

Psychiatry Services provides emergency psychiatric evaluation and crisis stabilization in Psychiatric Emergency Services to mentally ill patients who come in voluntarily or involuntarily (via the police or paramedics). For those patients who are very ill and need extended treatment, the program provides inpatient psychiatric treatment on the locked inpatient acute psychiatric unit on ward 3AB. The Medical-Psychiatry program provides consultation services by psychiatrists and psychologists to patients who are on SMMC medical wards and in long-term care, and to patients coming to the Innovative Care Clinic.

Outcome Measures

Readmission rate within 14 days

FY 2009-10 Actual

13.2%

FY 2010-11 Estimate

15.4%

FY 2011-12 Target

10%

Percent of patient survey respondents rating services good or better

FY 2009-10 Actual

74.7%

FY 2010-11 Estimate

78.9%

FY 2011-12 Target

90%

Description of Results

For 2011-12, Psychiatry Services plans to provide 3,200 psychiatric evaluations to 2,100 patients in the psychiatric emergency unit. Psychiatry Services will care for 730 patients on the inpatient psychiatric unit for a total of 8,760 inpatient psychiatric days and provide 17,200 consultations to patients on the medical and long term care wards and in the Main Campus clinics with mental health issues. In FY 2011-12, Psychiatry Services plans to reduce the total number of available beds on 3AB (inpatient psychiatric unit) to 24 from the current 30 beds.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$14,460,083	Total Sources	\$13,966,211
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$14,460,083	Other Revenue	\$13,966,211
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$14,460,083	Total Requirements	\$13,966,211
Gross Appropriations	\$14,460,083	Gross Appropriations	\$13,966,211
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	79.0	Number of Positions	75.0
Number of FTEs	66.0	Number of FTEs	64.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Reduction: AAS Elimination of Ombudsman Services / Reduction of Community Provider Funding

Description of Impacts from Budget Reduction

AAS currently contracts with community providers, including non-profits, to provide Meals on Wheels, Adult Day Care / Adult Day Health Care, Alzheimer's Day Care, Congregate Nutrition, Family Caregiver Support, Health Insurance Counseling and Advocacy Program (HICAP), Legal Assistance, Senior Employment, Transportation and Ombudsman Services for people over age 60. These providers make up the community safety-net for our vulnerable residents. The Ombudsman monitors board and care facilities (homes where people with disabilities live and are given assistance with their daily activities) that care for people with disabilities who are under age 60. The elimination of funding for the monitoring of board and care facilities for younger adults will result in lower quality services and potential harm to individuals in substandard conditions. The reduction of 17.5% of funding for community providers places them at risk of closing their doors completely as additional state and federal reductions are also implemented. The safety-net for the seniors and people with disabilities will quickly dwindle.

FY 2011-12 Unfunded Budget

Total Sources	\$97,000	Total Requirements	\$97,000
General Fund Allocation	\$97,000	Gross Appropriations	\$97,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Reduction: AAS Reduced Support for Adult Protection Services

Description of Impacts from Budget Reduction

The APS unit investigates allegations of abuse or neglect for seniors and people with disabilities. If APS finds that an individual lacks the ability to make personal or financial decisions for him or herself, the case is referred to the Conservatorship Investigations Unit to determine whether or not the individual requires the protection of conservatorship. One vacant position will be eliminated. This staff reduction will delay the submission of petitions for conservatorship to County Counsel and the Court Investigators for adults who have been found to be abused or neglected and who need to be conserved to ensure their safety and well-being. It will also delay giving the Public Guardian the authority to make critical decisions regarding the individual's personal care or finances, making them more vulnerable to abuse, especially financial abuse.

FY 2011-12 Unfunded Budget

Total Sources	\$79,864	Total Requirements	\$79,864
General Fund Allocation	\$31,795	Gross Appropriations	\$79,864
State Revenue	\$24,035	Intrafund Transfers	\$0
Federal Revenue	\$24,035	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Reduction: AAS Reduced Ability to Handle Financial Matters

Description of Impacts from Budget Reduction

It is the legal responsibility of the County to protect its vulnerable residents who require conservatorship and do not have anyone appropriate to serve. When people are deemed by a court to be incompetent to take care of their basic needs due to dementia or other mental incapacity, the Public Guardian takes over responsibility for their physical and financial well-being. Elimination of two staff handling financial matters and securing and monitoring public assistance benefits for conservatees will result in a delay in response to clients in financial crises and delays in time sensitive reporting to the Superior Court. This will put the conservatees' health, safety and finances at risk and decrease ability to protect conservatees from physical abuse and neglect as well as from loss of housing and needed medical care, which will result in increased hospitalizations. Two positions will be eliminated: one vacant and one filled.

FY 2011-12 Unfunded Budget

Total Sources	\$202,208	Total Requirements	\$202,208
General Fund Allocation	\$202,208	Gross Appropriations	\$202,208
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Reduction: AAS Reduction in Support of Commissions and Provider Services

Description of Impacts from Budget Reduction

AAS is reducing support of the Commissions and Provider Services Unit (CPSU) by 15%, which supports the Commissions on Aging (CoA) and Disabilities (CoD). The CoA is appointed by the Board of Supervisors (BOS) and acts as an advisor to ensure compliance with the Older Americans Act and the Older Californian's Act to improve the quality of life for seniors. The CoD is also appointed by the BOS and acts as an advisor and works to create opportunities and coordinate resources that promote full participation of people with disabilities in the community as well as involve them in the development of public policy. Staff support for the Commission on Aging and the Commission on Disabilities will be reduced and a portion of the work accomplished by this position will fall on existing AAS staff. One filled position will be eliminated.

FY 2011-12 Unfunded Budget

Total Sources	\$96,424	Total Requirements	\$96,424
General Fund Allocation	\$96,424	Gross Appropriations	\$96,424
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Aging and Adult Services (AAS)

Reduction: State Cut - Reduction to Multipurpose Senior Services Program

Description of Impacts from Budget Reduction

The Multipurpose Senior Services Program (MSSP) provides social and health care management to 210 clients 65 years or older who are eligible for Medi-Cal. The program aims to keep clients living independently in the community, prevent or delay placement in a nursing facility and assists clients to remain in their homes. MSSP case managers work collaboratively with individuals, families, communities, and health team members to promote the client's independence, autonomy and a sense of well-being. The State reduction of \$85,700 (11%) will result in 40+ vulnerable seniors who will no longer receive Multipurpose Senior Service Program services such as in-home care, lifeline services, and adult day care, and will require placements in skilled nursing facilities.

FY 2011-12 Unfunded Budget

Total Sources	\$85,700		Total Requirements	\$85,700
General Fund Allocation	\$0		Gross Appropriations	\$85,700
State Revenue	\$85,700		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	0.0
Other Revenue	\$0		Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Reduction in Psychiatric Residency Program

Description of Impacts from Budget Reduction

BHRS is reducing the Psychiatric Residency Program by 25% over four years. BHRS will eliminate one position annually in the Psychiatry Residency program starting in FY 2012-13, reducing the program from sixteen to twelve residencies in 2016. These eliminations result in 925 fewer clients receiving services in outpatient clinics. Reducing the residency by 25% will make it harder to recruit psychiatrists at the very time when there will be federal health reform funding for these services. The residency also reduces health disparities by attracting providers of diverse backgrounds. The viability of this critical training program may be at risk. The budget reduction in FY 2011-12 represents the beginning phase of this four year reduction plan for the Psychiatric Residency Program.

FY 2011-12 Unfunded Budget

Total Sources	\$351,459		Total Requirements	\$351,459
General Fund Allocation	\$351,459		Gross Appropriations	\$351,459
State Revenue	\$0		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	0.0
Other Revenue	\$0		Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Client Transportation Reductions

Description of Impacts from Budget Reduction

A 10% reduction in client transportation funds will limit the ability to get clients to appointments, many of which are very important for clients' treatment. It will also limit training for staff even as BHRS is making a concerted effort to learn about and implement evidence-based treatment. This reduction also will result in decreased funding for BHRS facilities and for office expenses. With this reduction, BHRS will have reduced the ability to repair or replace damaged equipment and furniture by 60% over two years.

FY 2011-12 Unfunded Budget

Total Sources	\$150,000	Total Requirements	\$150,000
General Fund Allocation	\$150,000	Gross Appropriations	\$150,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Elimination of Services to 525 At-Risk Children

Description of Impacts from Budget Reduction

BHRS will eliminate services to 260 high risk children, and reduce services to 265 additional children. Seven vacant mental health clinician positions serving children and youth struggling to stay in school and with their families will be eliminated. The loss of these positions diminishes the ability to keep 285 children and youth out of jail, off the streets or out of institutions, and to stay in school and with their families. Forty fewer youth will be served through schools; 120 fewer in collaboration with Child Welfare; 50 fewer through the North County Youth Team; 50 fewer children/youth will be seen through the Central/South Youth Team; and, less intensive clinical services will be provided to 25 youth in the Therapeutic Day School program. These children will be more likely to be taken out of their homes, to drop out or be suspended from school, and to be hospitalized. Delays in accessing services and ER visits may increase. Eliminating contracted neuro assessment services means that 240 infants and toddlers will not receive neurobehavioral / cognitive assessments for pre-natal exposure to drugs and/or alcohol. Matching federal revenue of \$120,220 will be lost.

FY 2011-12 Unfunded Budget

Total Sources	\$1,040,795	Total Requirements	\$1,040,795
General Fund Allocation	\$920,575	Gross Appropriations	\$1,040,795
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$120,220	Number of Positions	7.0
Other Revenue	\$0	Funded FTE	7.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Elimination of Six Locked Acute Psych Beds for Adults in SMMC

Description of Impacts from Budget Reduction

The elimination of six locked inpatient psychiatric beds at SMMC will result in patients leaving the hospital faster, in some instances before there is another placement for them. This may result in more mentally ill individuals on the street unless savings from the reduction can be used to pay for more appropriate alternatives such as skilled nursing care, mental health rehabilitation centers and residential care. BHRS will be partnering with SMMC and Aging and Adult Services to use a portion of the savings from the census reduction to fund other placements. However, the success of this initiative is highly dependent on having sufficient funds to pay for the less costly alternative placements. (See BHRS Adult and Older Adult Services - Joint Placement Fund unfunded program summary form). Funding for four Clara-Mateo shelter beds is also eliminated because the shelter closed in April 2011.

FY 2011-12 Unfunded Budget

Total Sources	\$383,040	Total Requirements	\$383,040
General Fund Allocation	\$383,040	Gross Appropriations	\$383,040
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Administration Reductions

Description of Impacts from Budget Reduction

A reduction of 36% in accounting, contracts, and administrative support positions will turn BHRS from an on-time payor to a delayed payor, and may result in cash flow problems for CBO contractors who provide many of the services to our clients. As the 400+ BHRS contractors are mostly non-profits, cash flow issues from delays in payment may destabilize some contractors. This will significantly hamper leadership's ability to manage the financial swings inherent in BHRS operations. The loss of administrative support staff will hinder ability to respond promptly to questions from clients, stakeholders and the public. Remaining senior staff will be pulled from more demanding tasks to complete work previously handled by support positions being eliminated, as the work still exists. This diminishes the ability to be proactive around the new Medi-Cal waiver, the proposed realignment, and health care reform. Remaining contracting staff will have to do the administrative tasks performed by these positions being eliminated, which may delay the processing and completion of contracts. Four positions will be eliminated: one filled and three vacant.

FY 2011-12 Unfunded Budget

Total Sources	\$298,062	Total Requirements	\$298,062
General Fund Allocation	\$298,062	Gross Appropriations	\$298,062
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	4.0
Other Revenue	\$0	Funded FTE	4.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Adult and Older Adult Services - Joint Placement Fund

Description of Impacts from Budget Reduction

Lower level placements for patients on the locked inpatient psychiatric unit is being eliminated. A budget strategy has been to reduce non-medically necessary use of the locked psychiatric inpatient unit at SMMC. When patients stay on that unit longer than is medically necessary, federal reimbursement is eliminated. To reduce the cost of that unit, six of the 30 beds are being eliminated for a total savings of \$876,912. To make this bed reduction successful, however, some of the savings will be retained in the budget for medically appropriate placements at skilled nursing facilities and other institutions for these seriously mentally ill individuals. If this funding is eliminated, patients on our psychiatric inpatient unit who no longer need that high level of care will be: 1) discharged to a shelter or other low level placement that is likely not adequate, leading to increased risk of decompensation and rehospitalization and/or involvement with the police; or 2) kept on the unit in-patient psychiatric unit without federal reimbursement leading to cuts in other services.

FY 2011-12 Unfunded Budget

Total Sources	\$500,000	Total Requirements	\$500,000
General Fund Allocation	\$500,000	Gross Appropriations	\$500,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: BHRS Elimination of In-Home Crisis Services to 70 Children in Juvenile Justice

Description of Impacts from Budget Reduction

This reduction eliminates the contract with Fred Finch Youth Center for in-home crisis services for high risk children and youth in juvenile justice. This impacts 70 or more children and youth who are high risk and in need of a person to guide them and the adults in their surroundings. Fred Finch Youth Center is expected to lose four staff positions with this reduction. Without this personalized support, these children, almost all from disadvantaged backgrounds, are more likely to be taken out of their homes and even hospitalized. Children who are institutionalized are at much higher risk for additional significant mental health and substance use issues and criminal justice involvement as adults. Children and youth have individual case managers come to their homes and schools to work one-on-one with them, their families and teachers. Case managers help families and teachers learn to manage and support the children in order to respond to future incidents. These services keep children in their schools and homes and avoid out-of-home placements.

FY 2011-12 Unfunded Budget

Total Sources	\$390,000	Total Requirements	\$390,000
General Fund Allocation	\$390,000	Gross Appropriations	\$390,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: State Cut - Alcohol and Other Drug Services Reductions

Description of Impacts from Budget Reduction

Due to State funding reductions, BHRS is eliminating substance use treatment for 48 non-violent drug offenders referred by the courts, who are on parole or who have young children. These individuals will not get treatment for the substance use problems that drive their criminal behaviors. The likely result will be continued addiction and the commission of new crimes. Increases in jail days and emergency room visits are expected. Up to six positions will be lost by seven community based providers. Prevention and early intervention services will also end for 144 students and their families in the Pescadero /La Honda area. This will result in the loss of one full time provider staff position in the La Honda / Pescadero School District, and one full time position with South Coast Children's Services. These reductions will disproportionately impact the South Coast area, which is already severely underserved. The loss of these services will also affect clients' families and the broader community as local data shows that clients in treatment experience a 29% increase in employment; a 72% reduction in criminal activity; a 56% reduction in family conflict; and a 45% reduction in Emergency Room visits.

FY 2011-12 Unfunded Budget

Total Sources	\$649,535		Total Requirements	\$649,535
General Fund Allocation	\$0		Gross Appropriations	\$649,535
State Revenue	\$649,535		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	0.0
Other Revenue	\$0		Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: State cut - BHRS Child / Youth Services State Juvenile Justice Reduction

Description of Impacts from Budget Reduction

The State has decreased funding of the Juvenile Justice Crime Prevention Act grant. Due to this reduction, BHRS will receive 2/3 of the FY 2009-10 funding resulting in the elimination of one filled mental health clinician position at the Youth Services Center. This will result in the loss of community based mental health services to 45 youth through the BHRS Community Services Program. As a result, these youth will be at increased risk for out of home placements, and most will likely experience additional juvenile detentions. The decrease in State grant funding will cause additional service reductions at the Youth Services Center Assessment Center by our collaborative partners, Probation and Human Services.

FY 2011-12 Unfunded Budget

Total Sources	\$81,453		Total Requirements	\$81,453
General Fund Allocation	\$0		Gross Appropriations	\$81,453
State Revenue	\$81,453		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	1.0
Other Revenue	\$0		Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Behavioral Health & Recovery Services (BHRS)

Reduction: Treatment Services to Non-Violent Offenders: Proposition 36 and Justice Assistance Grant Eliminations

Description of Impacts from Budget Reduction

State elimination of substance use treatment funding will mean that 202 non-violent drug offenders referred by the court. Using Proposition 36 and Justice Assistance Grant funding, BHRS provides assessment, treatment, case management and probation supervision for 202 residents arrested for non-violent drug offenses. These individuals will not get treatment for the substance use problems that drive their criminal behavior, with the result that they will likely remain addicted and will commit new crimes. There will also be the loss of up to seven residential treatment beds and the loss of three provider positions. These service cuts will also affect clients' families and the broader community as local data shows that clients in treatment experience a 29% increase in employment; a 72% reduction in criminal activity; a 56% reduction in family conflict; and a 45% reduction in Emergency Room visits. Increases in jail days and emergency room visits are expected due to this reduction.

FY 2011-12 Unfunded Budget

Total Sources	\$700,000		Total Requirements	\$700,000
General Fund Allocation	\$0		Gross Appropriations	\$700,000
State Revenue	\$700,000		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	0.0
Other Revenue	\$0		Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Correctional Health Services (CHS)

Reduction: CHS Medical and Mental Health Service Reductions for Children and Adults in Custody

Description of Impacts from Budget Reduction

Staff members provide basic medical and mental health care and treat many health problems for adults in custody. CHS is eliminating some positions and lowering the skill mix of other positions. Services provided by these staff members include medical and mental health care, including mental health assessments, crisis intervention and discharge planning, and administrative support. Triage of medical conditions may be delayed. Therapy and other treatment services for those with severe mental illness would be reduced. There will be less support for discharge planning and connecting inmates to services upon release. There will also be reduced administrative support to the division. Two vacant and one filled positions will be eliminated; one lower skill mix position will be added. Additionally, one vacant position will be reduced to part time.

FY 2011-12 Unfunded Budget

Total Sources	\$207,474		Total Requirements	\$207,474
General Fund Allocation	\$207,474		Gross Appropriations	\$207,474
State Revenue	\$0		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	2.0
Other Revenue	\$0		Funded FTE	1.5

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Correctional Health Services (CHS)

Reduction: CHS Reduction of Jail Inpatient Acute Psychiatric Beds

Description of Impacts from Budget Reduction

Correctional Health contracts with Santa Clara County for the use of their jail psychiatric unit to treat seriously mentally ill inmates. Correctional Health currently guarantees payment to Santa Clara for two beds, although in the past 12 months we used an average of 1.0 bed. The facility provides therapeutic services and medication, as well as the ability to get a court order to conserve individuals who are acutely mentally ill but refuse treatment.

Eliminating one acute inpatient bed could possibly result in delays in transferring seriously mentally ill and symptomatic inmates to acute care if a bed is unavailable. However, Santa Clara has agreed to allow us to purchase more beds on an as-needed basis. If we are unable to purchase those beds on a timely basis, or if we exhaust our supplemental days, delays in moving acutely mentally ill individuals would be detrimental to the patients and to the jail's management of the inmate and possibly result in additional charges should an inmate become aggressive as a result of the untreated illness.

FY 2011-12 Unfunded Budget

Total Sources	\$432,710	Total Requirements	\$432,710
General Fund Allocation	\$432,710	Gross Appropriations	\$432,710
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Emergency Medical Services

Reduction: Elimination of Mental Health Emergency Response (SMART Program)

Description of Impacts from Budget Reduction

The SMART program provides specially trained paramedics to respond to requests from law enforcement when an individual appears to have significant mental health issues and is a danger to himself or others. Approximately 1,500 requests for Code-2 (no lights/siren) behavioral health emergencies occur each year. SMART responds to two-thirds of these calls. If SMART is no longer available, police will spend more time on these calls, impacting stretched police forces. In addition, virtually all these calls will result in clients being taken to SMMC's or Peninsula Hospital's Psychiatric Emergency Services (PES) by an AMR paramedic ambulance as police officers have no other resources for response to mentally ill clients. This will reduce the availability of paramedics for other calls, and increase crowding and costs in PES. Mental health clients will go through the trauma of an involuntary detention by police if police officers have no other option. Some may end up in jail because the police may not know how to best respond to de-escalate situations. There is \$100,000 from Mental Health Service Act funds for FY 2011-12. However, funding is still needed for the remaining \$253,440.

FY 2011-12 Unfunded Budget

Total Sources	\$353,440	Total Requirements	\$353,440
General Fund Allocation	\$137,240	Gross Appropriations	\$353,440
State Revenue	\$100,000	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$116,200	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Family Health Services (FHS)

Reduction: FHS Reductions to 450 Disabled and At-Risk Children

Description of Impacts from Budget Reduction

FHS will reduce case management and home visiting for disabled and low-income children, nutritional education to parents, and the administrative support necessary for drawing in matching federal / state revenue. Approximately 450 clients will no longer be served. \$258,678 Revenue in grant and matching state/federal funds will be lost. There will be delays for disabled children accessing doctors and therapy. There will be fewer staff for home and community based services, longer waiting times for shorter visits, and reduced coordination of services. Outreach to identify at-risk families will be reduced. Some pregnant teens will go unserved, reducing prenatal care and resulting in poor pregnancy outcomes. There will be delays in identifying developmental issues and a reduction in breastfeeding and immunization rates due to reduced support and education. Reduced administrative support will decrease ability to bill services in a timely manner, jeopardizing funding. Five positions will be eliminated; three filled and two vacant.

FY 2011-12 Unfunded Budget

Total Sources	\$588,022	Total Requirements	\$588,022
General Fund Allocation	\$329,344	Gross Appropriations	\$588,022
State Revenue	\$68,097	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	5.0
Other Revenue	\$190,581	Funded FTE	4.5

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Family Health Services (FHS)

Reduction: FHS Reductions to 1,000 Disabled and At-Risk Children

Description of Impacts from Budget Reduction

The WIC offices in South San Francisco and San Mateo will be consolidated in a new location, resulting in a reduction in staffing and services. Overall, approximately 1,000 clients would not receive current-level services and we would lose \$268,311 state and behavioral health funds. Service reductions included: Obesity prevention which supports the work of the Get Healthy San Mateo Task Force; services for at-risk children, alcohol and drug services to addicted and mentally ill mothers; case management and acquisition of medical equipment for disabled children; coordination of occupational, physical and speech therapy for disabled children; and leadership in children's health and disaster preparedness; fewer staff available for home and community based services; longer waiting times for reduced services; reduced community outreach and capacity to coordinate services for some at-risk families; some pregnant teens would not be served, resulting in poor pregnancy outcomes and impacting children's health and development; fewer services for mothers with multiple problems such as addiction, physical, and mental health issues. Four vacant positions will be eliminated.

FY 2011-12 Unfunded Budget

Total Sources	\$596,095	Total Requirements	\$596,095
General Fund Allocation	\$385,602	Gross Appropriations	\$653,913
State Revenue	\$210,493	Intrafund Transfers	\$(57,818)
Federal Revenue	\$0	Number of Positions	4.0
Other Revenue	\$0	Funded FTE	4.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Family Health Services (FHS)

Reduction: FHS Reductions to 50 Black Infant Health At-Risk Mothers and Children

Description of Impacts from Budget Reduction

The Black Infant Health program results in healthier babies for African American women, who have the highest rate of infant mortality. Some staff will be directed from providing group classes to providing individual home visits, in order to be eligible to bill for Medi-Cal which only pays for individual visits. Mileage and overhead savings are included within these changes.

Approximately 50 clients in Black Infant Health could be affected. Fewer African-American mothers at risk of low birth weight babies and Sudden Infant Death would receive services. There is a risk that with fewer services in the Black Infant Health program, Family Health Services may be in jeopardy of losing State funding.

FY 2011-12 Unfunded Budget

Total Sources	\$90,000	Total Requirements	\$90,000
General Fund Allocation	\$90,000	Gross Appropriations	\$90,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Family Health Services (FHS)

Reduction: FHS Reduction in Early Intervention Services

Description of Impacts from Budget Reduction

Due to a reduction in federal funding from the reversion of the enhanced Medi-Cal federal share down to its normal share (from 61% to 50%), early intervention services to at-risk children and families are reduced. Administrative support is also reduced.

These reductions will result in fewer home and community-based services, longer waiting times for initial assessments, and reduced coordination of services. 250 Clients are impacted. As a result, FHS will have to create a waiting list for direct services and referrals coming into Family Health. The ability to provide outreach to at-risk individuals and families will be reduced. FHS will have fewer people to assist with immunization program activities (school entry and flu clinics) and to respond to public health emergencies and disasters. In addition, FHS will lose administrative support such that professional staff will have to take time to do administrative tasks. Three vacant positions will be eliminated.

FY 2011-12 Unfunded Budget

Total Sources	\$522,396	Total Requirements	\$522,396
General Fund Allocation	\$0	Gross Appropriations	\$522,396
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	3.0
Other Revenue	\$522,396	Funded FTE	2.5

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Health Policy and Planning (HPP)

Reduction: HPP Reductions in Long-Term Prevention

Description of Impacts from Budget Reduction

This generation of children is expected to be the first generation that will not outlive their parents, which makes it more important than ever to influence the root causes of childhood obesity: the food and physical environments that either provide access to nutritional food or junk food, and either encourage or discourage everyday physical activity. Health Policy and Planning leads the Health System's efforts to change the food and physical activity environments in the county so that the healthy choice becomes the easiest choice. HPP's Get Healthy San Mateo Task Force has worked with more than 300 partners to develop our prevention strategies; implementing these strategies requires on-the-ground support, technical expertise and funding. HPP will reduce support to the local community partners, schools and cities integral to the Health System's long-term prevention strategy. Specifically, these cuts will reduce support for nutrition and physical activity programs in schools, decrease access to healthy food and beverages in communities, and reduce efforts to increase everyday physical activity. This will inevitably slow prevention efforts and negatively impact the health of children.

FY 2011-12 Unfunded Budget

Total Sources	\$138,759	Total Requirements	\$138,759
General Fund Allocation	\$138,759	Gross Appropriations	\$138,759
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Health Policy and Planning (HPP)

Reduction: HPP Reduction in Health Coverage Enrollment Assistance

Description of Impacts from Budget Reduction

The Health Coverage Unit (HCU) helps uninsured residents get health coverage, with a focus on getting people into coverage that is funded by state/federal funds. The unit works with community organizations to do outreach, and with the Human Services Agency and the Health Plan of San Mateo to assist people to enroll and stay enrolled in Medi-Cal and other state/federal insurance programs. These cuts would cause enrollment delays for the 25,000 adults and 5,000 children in local health coverage programs and 3,000 adults and 5,000 children in the Medi-Cal and Healthy Families programs. The delays will get even worse if more people apply for coverage either as part of the proposed Public Safety Realignment or in anticipation of health reform. An applicant's medical condition can worsen during this processing time, and these individuals often end up coming to the emergency room for treatment without coverage. As the Health System receives a nearly 50% reimbursement rate from the federal government for this work, this reduction means a loss of \$91,000 in federal matching funds. Two vacant Health Benefit Analyst positions will be eliminated.

FY 2011-12 Unfunded Budget

Total Sources	\$202,400	Total Requirements	\$202,400
General Fund Allocation	\$111,400	Gross Appropriations	\$202,400
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$91,000	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Health System

Division: Health Policy and Planning (HPP)

Reduction: HPP Reductions in Epidemiology and Community Planning

Description of Impacts from Budget Reduction

HPP's epidemiologists are key members of our prevention team, as they not only monitor disease outbreaks (e.g. H1N1 flu pandemic), but also provide highly-detailed data about the health of our communities. This data is used by HPP's community health planners to engage communities in long-term strategies to prevent people from getting sick in the first place. The reduction of an epidemiologist would significantly reduce the ability to track, analyze and provide health data within the Health System. It will also significantly slow prevention and health equity work, since local analyses are critical to understanding environmental factors that are contributing to injury, disease, chronic conditions, and mortality. This reduction will also pose a significant risk of not having enough staff to monitor diseases, such as HIV and TB. The reduction in community planning capacity will lessen the County's influence on regional initiatives, reduce ability to implement long-term prevention strategies, and reduce staff time and resources devoted to the Health System and County-wide internship programs. Two positions will be eliminated: one vacant and one filled.

FY 2011-12 Unfunded Budget

Total Sources	\$227,300	Total Requirements	\$227,300
General Fund Allocation	\$227,300	Gross Appropriations	\$227,300
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED ENHANCED REQUEST

Department: Health System

Division: Aging and Adult Services (AAS)

Reduction: AAS IT System for Long Term Care Integration

Description of Impacts from Budget Reduction

It is essential for the success of our Long-Term Care Integration Initiative that we have data systems to support an integrated approach. We need to conduct a comprehensive analysis of available systems to select the best one to build the infrastructure for integrated long-term care for the 22,000 low-income elderly and disabled residents who will be in our long-term care integration project. For over 15 years, San Mateo County has been advocating with the State to allow us to integrate services for seniors and people with disabilities who have Medi-Cal coverage. If given the responsibility and the funding for all long-term care services, the County can provide higher-quality, more responsive, and more consumer- and family-friendly services to residents than the State can with its current fractured system. The State has agreed to this change: the launch date is early 2012. Delay in conducting this analysis and building an IT infrastructure will jeopardize the ability to perform as promised to the State, to stakeholders, and to 22,000 seniors and people with disabilities who have waited so long for a better system. It is essential to develop an efficient IT structure for this integrated program.

FY 2011-12 Unfunded Budget

Total Sources	\$150,000	Total Requirements	\$150,000
General Fund Allocation	\$150,000	Gross Appropriations	\$150,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED ENHANCED REQUEST

Department: Health System

Division: Public Health Programs (PH)

Reduction: PH Mobile Clinic Services for Homeless

Description of Impacts from Budget Reduction

The Mobile Clinic and two health mobile vans and provides primary care for homeless residents and residents who are uninsured and have no access to primary care medical services. The services provided are primary and urgent care; health assessments; family care and reproductive services; STD assessment, treatment, and counseling; HIV testing and referral; TB screening for all clients living in shelters; child, adolescent, and adult immunizations; diabetes, and hypertension screening, education and treatment. Providing these services helps eliminate expensive emergency room visits. If Public Health is unable to add a half time Nurse Practitioner for this service, Public Health will have to scale back the planned clinic hours of operation per week from 47 to 35, resulting in 30% decrease or approximately 420 fewer patients seen annually. In addition, since a Nurse Practitioner has a higher skill level than the RNs, the mobile clinic service will not be able to provide as comprehensive a set of medical services. Public Health risks not being able to meet the minimum number of homeless clients that must be seen to continue to get higher federal funding for all SMMC outpatient clinics.

FY 2011-12 Unfunded Budget

Total Sources	\$82,410	Total Requirements	\$82,410
General Fund Allocation	\$82,410	Gross Appropriations	\$82,410
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	0.5

**Contribution to Medical Center (5850B)
General Fund**

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	12,755,011	11,479,500	10,634,067	10,634,067	
Miscellaneous Revenue	7,133,164	6,450,605	7,489,517	7,489,517	
TOTAL SOURCES	19,888,175	17,930,105	18,123,584	18,123,584	
REQUIREMENTS					
Services and Supplies	27,848,177	41,652,819	41,455,340	49,624,000	8,168,660
Other Financing Uses	62,993,021	24,917,635	22,998,473	9,752,407	(13,246,066)
Gross Appropriations	90,841,198	66,570,454	64,453,813	59,376,407	(5,077,406)
TOTAL REQUIREMENTS	90,841,198	66,570,454	64,453,813	59,376,407	(5,077,406)
NET COUNTY COST	70,953,023	48,640,349	46,330,229	41,252,823	(5,077,406)

PROGRAM SUMMARY

Department: Contribution to Medical Center

Division: San Mateo Medical Center (SMMC)

Program: Contribution to Medical Center

Program Outcome Statement

Improve health for uninsured, low-income residents

Description of Services

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.

Outcome Measures

Number of individuals enrolled in Access and Care for Everyone coverage programs

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
23,454	21,509	24,500

Number of Medi-Cal recipients and uninsured patients treated at San Mateo Medical Center

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
36,403	37,902	39,000

Description of Results

San Mateo Medical Center includes a 228-bed acute and long-term care hospital, 11 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 76,800 patients annually. The Emergency Room serves over 23,500 patients annually.

The contribution portion for the ACE Program is \$25,000,000, which is anticipated to have over 24,000 patients enrolled in FY 2011-12. The contribution portion for the Intergovernmental Transfers is \$24,624,000, which is anticipated to claim \$54,394,000 in Medi-Cal reimbursements to SMMC, and serve approximately 22,400 Medi-Cal patients. The balance of the contribution, \$9,752,407 supports additional indigent care provided by the Emergency Room and other facilities within SMMC, including a portion for new provider teams and IT upgrades to ensure the County is positioned to qualify for new Medi-Cal waiver incentive payments and to be prepared for federal healthcare reform.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$64,453,813	Total Sources	\$59,376,407
General Fund Allocation	\$46,330,229	General Fund Allocation	\$41,252,823
State Revenue	\$18,123,584	State Revenue	\$18,123,584
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$64,453,813	Total Requirements	\$59,376,407
Gross Appropriations	\$64,453,813	Gross Appropriations	\$59,376,407
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

UNFUNDED ENHANCED REQUEST

Department: Contribution to Medical Center

Division: San Mateo Medical Center (SMMC)

Reduction: E-Health Record (EHR) System to Qualify for Federal Incentive Payments

Description of Impacts from Budget Reduction

The federal government requires health care providers to implement an Electronic Health Record (EHR) system meeting minimum criteria. If met, the County is eligible for incentive payments of approximately \$2.5M in 2011. If not, Medicare and Medicaid will begin to reduce payments. SMMC has implemented an EHR for the clinics, but not for the other units. The estimated implementation cost is \$5M, with federal incentive payments likely covering 50% of the cost. With a \$1.5M County contribution, SMMC will still need \$1M from other sources. If the requirements for a complete EHR are not met, SMMC may be penalized by the Medicare and Medicaid programs through decreased reimbursements. In addition, SMMC may be ineligible for federal incentive payments of approximately \$5 million from 2012-2016. SMMC will also be unable to provide efficient patient care because SMMC won't have appropriate data to use. SMMC is counting on receiving incentive payments in this and next year's budget to be able to finance the purchase of the EHR.

FY 2011-12 Unfunded Budget

Total Sources	\$5,000,000	Total Requirements	\$5,000,000
General Fund Allocation	\$1,500,000	Gross Appropriations	\$5,000,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$2,500,000	Number of Positions	0.0
Other Revenue	\$1,000,000	Funded FTE	0.0

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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(1,175,088)	326,850	283,000	262,000	(21,000)
Intergovernmental Revenues	8,785,519	7,688,591	6,200,000	6,096,000	(104,000)
Miscellaneous Revenue	107,904	209,282			
Total Revenue	7,718,335	8,224,723	6,483,000	6,358,000	(125,000)
Fund Balance	35,822,026	32,558,985	31,624,095	25,212,623	(6,411,472)
TOTAL SOURCES	43,540,361	40,783,708	38,107,095	31,570,623	(6,536,472)
REQUIREMENTS					
Salaries and Benefits	1,030,757	1,062,284	1,284,382	1,319,843	35,461
Services and Supplies	629,102	471,665	909,000	589,500	(319,500)
Other Charges	9,321,517	7,625,846	10,701,090	24,649,796	13,948,706
Net Appropriations	10,981,376	9,159,796	12,894,472	26,559,139	13,664,667
Non-General Fund Reserves	32,558,985	31,623,912	25,212,623	5,011,484	(20,201,139)
TOTAL REQUIREMENTS	43,540,361	40,783,708	38,107,095	31,570,623	(6,536,472)
AUTHORIZED POSITIONS					
Salary Resolution	12.0	12.0	12.0	12.0	
Funded FTE	12.0	10.8	10.8	10.8	

PROGRAM SUMMARY

Department: First 5 San Mateo County

Division: First 5 San Mateo County

Program: First 5 San Mateo County (F5SMC)

Program Outcome Statement

Success for every child

Description of Services

First 5 San Mateo County provides services to children from the prenatal stage through age 5, their families, and service providers. Services include: technical assistance and coaching to early learning programs; workforce development; child care 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; and parent services and community education.

Outcome Measures

Number of children served

FY 2009-10 Actual

6,793

FY 2010-11 Estimate

7,000

FY 2011-12 Target

4,500

Total expenditures

FY 2009-10 Actual

\$9,159,796

FY 2010-11 Estimate

\$11,771,000

FY 2011-12 Target

\$10,795,296

Description of Results

First 5 San Mateo County (F5SMC) targets efforts in these focus area: Early Learning, Child Health and Development, Family Support and Engagement, and Communications and Systems Change. In FY 2009-10, F5SMC served 6,793 children, 5,107 parents/guardians and 4,077 providers. Services included: home Visiting Services to 882 Medi-Cal eligible children and 1,083 parents; Healthy Kids health insurance to 881 low-income children who were not eligible for other state or federal insurance programs; screenings for health, developmental, social-emotional, and behavioral concerns to 965 children; intensive supports for dealing with substance abuse, mental health issues, and domestic violence for 688 children and 998 parents; Therapeutic Child Care for 83 homeless children allowing their parents time to search for work and stable housing; and trainings / coaching in early learning for 3,797 child care providers and preschool teachers.

Number of children and families served are anticipated to decline as First 5's Reserves are spent down and ongoing operational expenses are reduced.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$38,107,095	Total Sources	\$31,570,623
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$6,200,000	State Revenue	\$6,096,000
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$283,000	Other Revenue	\$262,000
Fund Balance	\$31,624,095	Fund Balance	\$25,212,623
Total Requirements	\$38,107,095	Total Requirements	\$31,570,623
Gross Appropriations	\$12,894,472	Gross Appropriations	\$26,559,139
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$25,212,623	Reserves	\$5,011,484
Number of Positions	12.0	Number of Positions	12.0
Number of FTEs	11.0	Number of FTEs	11.0



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 2011-12 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.



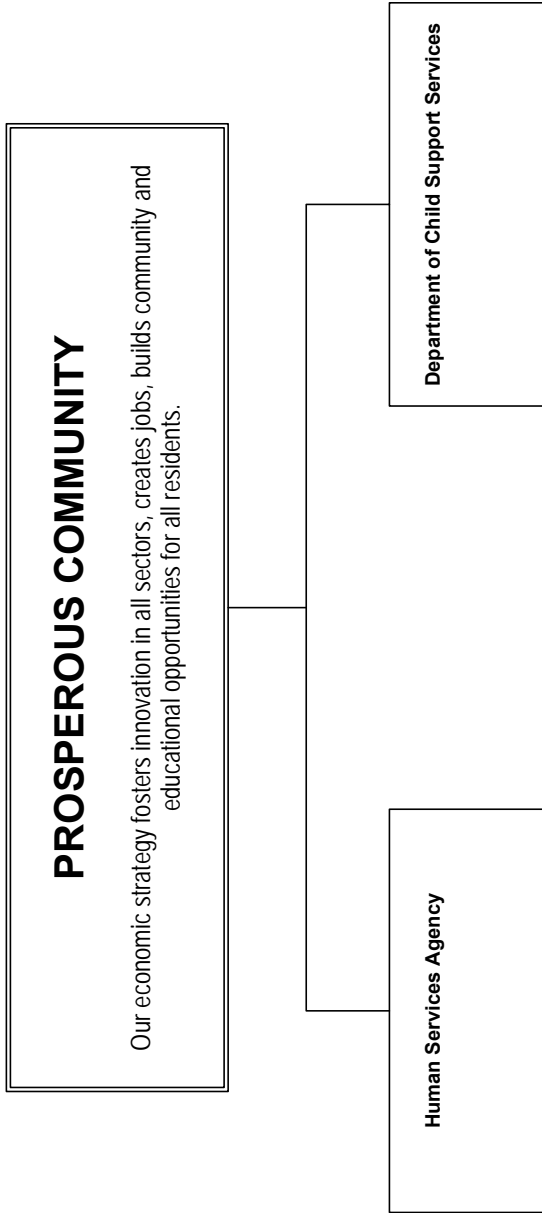
Environmentally Conscious Community

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



Collaborative Community

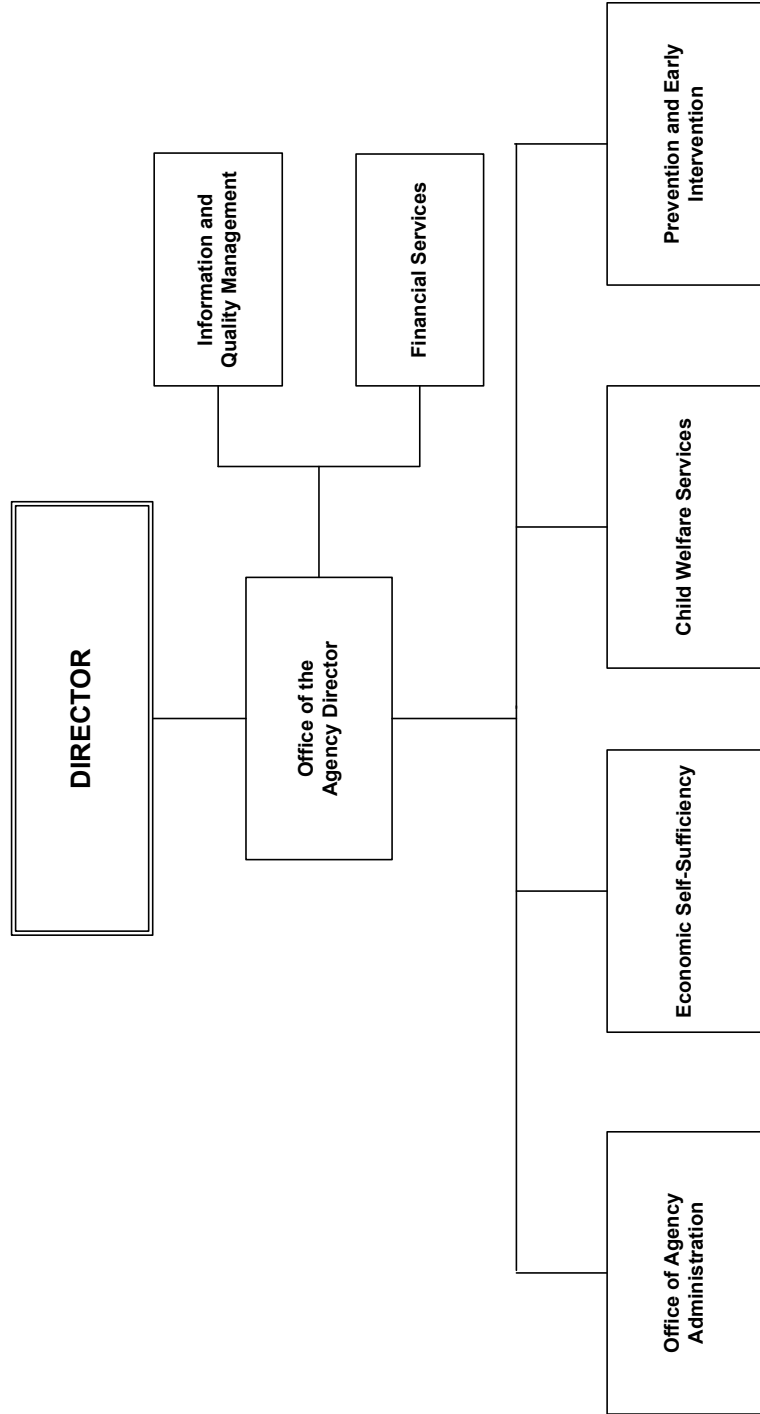
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Prosperous Community
FY 2011-12 All Funds Summary

Total Requirements	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
General Fund Budgets					
Human Services Agency	173,773,960	172,178,662	213,487,559	181,950,655	(31,536,904)
Department of Child Support Services	11,127,765	11,326,980	11,759,679	11,952,291	192,612
Total General Fund	184,901,725	183,505,642	225,247,238	193,902,946	(31,344,292)
Total Requirements	184,901,725	183,505,642	225,247,238	193,902,946	(31,344,292)
Total Sources	155,962,380	154,475,761	196,052,746	164,801,072	(31,251,674)
Net County Cost	28,939,345	29,029,880	29,194,492	29,101,874	(92,618)
AUTHORIZED POSITIONS					
Salary Resolution	953.0	870.0	860.0	779.0	(81.0)
Funded FTE	947.5	873.2	849.8	770.4	(79.4)

HUMAN SERVICES AGENCY



Human Services Agency (7000D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	129,467,338	130,412,590	174,278,871	143,411,244	(30,867,627)
Charges for Services	981,311	903,392	637,587	880,000	242,413
Interfund Revenue	39,568	50,973	25,000	36,000	11,000
Miscellaneous Revenue	2,262,814	2,941,425	2,408,526	3,032,858	624,332
Total Revenue	132,751,031	134,308,380	177,349,984	147,360,102	(29,989,882)
Fund Balance	12,083,584	8,840,401	6,943,083	5,488,679	(1,454,404)
TOTAL SOURCES	144,834,615	143,148,781	184,293,067	152,848,781	(31,444,286)
REQUIREMENTS					
Salaries and Benefits	81,364,698	79,625,832	90,528,956	80,730,303	(9,798,653)
Services and Supplies	44,350,940	43,087,679	67,285,577	42,953,541	(24,332,036)
Other Charges	63,433,911	66,757,626	76,583,252	76,290,668	(292,584)
Fixed Assets	192,696	109,803	100,000	100,000	
Other Financing Uses	333,863	244,843	301,337	293,032	(8,305)
Gross Appropriations	189,676,109	189,825,783	234,799,122	200,367,544	(34,431,578)
Intrafund Transfers	(26,097,079)	(24,307,928)	(26,936,767)	(23,905,568)	3,031,199
Net Appropriations	163,579,031	165,517,855	207,862,355	176,461,976	(31,400,379)
Contingencies/Dept Reserves	10,194,929	6,660,807	5,625,204	5,488,679	(136,525)
TOTAL REQUIREMENTS	173,773,960	172,178,662	213,487,559	181,950,655	(31,536,904)
NET COUNTY COST	28,939,345	29,029,880	29,194,492	29,101,874	(92,618)
AUTHORIZED POSITIONS					
Salary Resolution	855.0	778.0	770.0	689.0	(81.0)
Funded FTE	850.4	782.5	761.2	681.1	(80.0)

DEPARTMENT OVERVIEW

Human Services Agency

Human Services Agency 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.

Whom We Serve / What We Do

Newborns and children with special needs

- Operates the Safely Surrendered Baby program in which newborns can be left at hospital emergency rooms and 24-hour fire stations
- Medically-fragile infants are placed in the care of specially-trained foster parents

Infants, Children, and Youth at risk of abuse, neglect or exploitation and their parents

- 24-hour child abuse hotline
- Respond to allegations of abuse and neglect and conducts investigations
- Case management services to prevent maltreatment
- Parents may receive services for mental health issues, substance abuse, anger management, domestic violence issues and parenting classes
- Medical, psychiatric and supportive services for children and youth
- Temporary placements with licensed foster families, group homes and relatives
- Permanent placement with an adoptive or foster family

Youth

- Employment services, workshops, job and internship placements, college/vocational scholarships for youth experiencing severe hardships
- Low-income youth may also receive Workforce Investment Act (WIA) services: intensive case management, drop-out prevention, academic preparation for post-secondary education and occupational training
- Case management and counseling services at eight Family Resource Centers

Foster youth

- Life skills education such as financial literacy and employment services
- Educational and housing services for emancipated foster youth
- Family reunification services for youth and their families

Foster parents, adoptive parents and relative caregivers

- Education, training, peer supports, resource libraries, licensing and home studies
- Financial assistance to pay for medical and other needs of adopted children

Low-income parents with children (CalWORKs)

- CalWORKs screening, eligibility determination and case enrollment at 10 sites throughout the county
- Time-limited financial assistance
- Job search, preparation, referrals for work experience, community service, vocational training, adult education, referrals to WIA and other community job placement services
- Assistance with books, child care and other work-related expenses

Individuals, seniors and families in need of food

- CalFresh (Food Stamp) screening, eligibility determination and case maintenance at 17 access points throughout the county
- Emergency food assistance through expedited CalFresh
- Support and partner with 9 community-based organizations that provide food assistance

Individuals, seniors and families in need of health insurance

- Medi-Cal screening, eligibility determination and case maintenance at 15 sites throughout the county, including 7 clinics and the San Mateo Medical Center
- Referrals to other health insurance programs: Healthy Families (children), Healthy Kids (children) and Access and Care for Everyone (adults)

Individuals, seniors and families in need of housing

- Support and partner with 8 core community-based agencies that provide housing, rent and utility assistance
- Linkages to benefits and services, information and referral, case management
- Short-term family shelter, emergency shelter, inclement weather and transitional shelter
- Support to the HOPE Inter Agency Council that coordinates and develops permanent supportive housing
- Sponsors and coordinates Homeless Connect events and works with partners to develop Homeless Outreach Teams (HOT) in San Mateo, East Palo Alto and Redwood City

Jobseekers and people who want to improve their career outlook

- PeninsulaWorks One-Stop Career Centers provide non-income based access to a full range of employment services including: computers, phones, faxes, job postings, libraries, job readiness and career development workshops
- Workforce Investment Act services provide low-income youth and adults with: case management, intensive job search services, career exploration, career assessment, résumé and interview preparation, job development and placement, Individual Training Account Funding as well as supportive services to low-income parents

Veterans and their eligible spouses and children

- Specially-trained staff navigate the complex array of state and federal programs on behalf of veterans
- Claims assistance and advocacy
- Referrals to social services, VA health care, behavioral health and WIA services
- On-site services at the VA Clinic in San Bruno and Next Step, Menlo Park

Adults with disabilities

- Vocational Rehabilitation Services provides a full range of employment services including: vocational assessments, career counseling, on-the-job training, job placements, job retention services and transitional employment
- Benefits counseling for SSI/SSDI, ACE, Medi-Cal, Medicare, CalFresh and assistance with Social Security issues

Adults without children who do not qualify for other forms of assistance

- General Assistance screening, eligibility determination and case maintenance
- Financial assistance and assistance with SSI/SSDI applications
- Referrals to employment and training services; transitional employment

Refugees, asylees and other legal immigrants over age 65 or with a disability

- Financial assistance and/or health insurance

Employers and businesses

- Access to trained personnel
- Tax incentive programs (for hiring individuals with disabilities)
- Production, assembly, shipping/receiving services at 20,000 sq. ft. WorkCenter and catering
- Subsidized employment opportunities and employee retention services

Major Accomplishments

- Helped 28,000 residents meet their food needs by increasing CalFresh enrollment by 34%
- Improved permanency outcomes for older children who are dependents of the court. Of the 31 adoptions placed this year, a third were children and youth over the age of 8
- In partnership with South Bay Recycling, created 22 transitional employment opportunities that will lead to transferable job skills and valuable work experience
- Provided 6,800 hours of counseling services to low-income children
- Provided health insurance access to 25,000 adults and 31,000 children.
- Provided \$3 million in child care subsidies keeping 860 children safe while their parents worked or went to school
- Cared for over 300 children and youth in out-of-home placements
- Working with partners, issued almost \$3 million in emergency assistance, shelter assistance and food boxes to 40,000 residents
- Served 2,000 veterans through the County Veterans Service Office
- Provided employment services to over 22,000 residents
- Leveraged \$4.9 mil in ARRA funds to provide wage subsidies to local employers who hired 530 low-income parents and youth

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
State Grants Match	\$438,833	\$337,989
CalWorks MOE	\$2,327,233	\$2,356,621
Child Care Services MOE	\$138,039	\$76,577
Local Overmatch	\$300,107	\$40,000
Mandated Services	\$8,611,239	\$9,171,291
Non-Mandated Services	\$17,265,042	\$17,119,396
Total Net County Cost	\$29,080,493	\$29,101,874

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$4,518,549	\$4,382,024
% of G/F Net Appropriations	2%	2%
Non-General Fund Reserves	\$1,106,655	\$1,106,655
% of Non-G/F Net Appropriations	.53%	.57%

Human Services Agency

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
Funded	Child Care Subsidy for At-Risk Families	\$7,056,016	\$76,577 3-10
	Children and Family Services – Basic Allocation	\$31,951,937	\$7,794,029 3-11
	Day Worker Program*	\$148,320	\$148,320 3-12
	Family Resource Centers*	\$1,641,930	\$1,351,930 3-13
	Jobs for Youth*	\$321,055	\$296,055 3-14
	Prevention & Early Intervention – Extraordinary Circumstances Fund*	\$75,000	\$50,250 3-15
	Veteran Services*	\$208,212	\$165,732 3-16
	Academic Programs*	\$662,203	\$662,203 3-17
	Food Stamp Employment and Training	\$1,617,770	\$817,770 3-18
	General Assistance Program	\$4,604,160	\$4,363,160 3-19
	Eligibility Determination*	\$55,300,341	\$7,394,976 3-20
	Employment Services	\$13,453,055	\$0 3-21
	Foster Care Youth Employment Services*	\$202,577	\$202,577 3-22
	Homeless and Safety Net Services	\$3,372,977	\$2,819,495 3-23
	Administrative Services / Office of the Agency Director	\$4,382,024	\$0 3-24
	Foster Care Aid Payments	\$27,021,652	\$1,136,682 3-25
	Foster Parent Support – Respite Care	\$40,000	\$40,000 3-26
	San Mateo County Receiving Home*	\$1,952,421	\$592,421 3-27
	Vocational Rehabilitation Services	\$4,265,472	\$677,609 3-28
	Welfare Aid Payment	\$23,673,534	\$512,088 3-29
	Total	\$181,950,656	\$29,101,874
Unfunded	State Cuts – Child Care Subsidy Allocation	\$432,481	\$82,098 3-30
	Reduction in Child Welfare Services – Enhancements	\$2,208,144	\$1,166,046 3-30
	State Juvenile Justice Reductions (Assessment Center)	\$85,732	\$0 3-31
	Reduction in Jobs for Youth	\$85,732	\$85,732 3-31
	Domestic Violence Prevention & Intervention Services	\$165,867	\$165,867 3-32
	Reduction of Extraordinary Circumstance Fund	\$210,000	\$140,700 3-32
	Reduction in Eligibility Determination	\$1,783,333	\$963,000 3-33
	State Cuts – CalWORKs Welfare to Work	\$609,256	\$194,720 3-33
	Center on Homelessness	\$148,500	\$125,300 3-34
	Automation / Systems Improvement & Program Integrity	\$0	\$191,536 3-34
	Agency Administration	\$0	\$356,766 3-35
	Foster Parent Retention – Provider Subsidies	\$35,000	\$35,000 3-35
	Foster Parent Support – Respite Care	\$32,000	\$32,000 3-36
	Out of Home Placement – Tower House	\$106,501	\$106,501 3-36
	Reduction in Vocational Rehabilitation Services (VRS)	\$379,014	\$379,014 3-37
		Total	\$6,281,560

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

**New reductions after the March Preliminary Budget Hearings

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Day Worker Program	\$148,320			\$148,320
Family Resource Centers	\$1,551,930	\$200,000		\$1,351,930
Jobs For Youth	\$321,055	\$25,000		\$296,055
Extraordinary Circumstances Fund	\$75,000	\$24,750		\$50,250
Veteran Services	\$208,212	\$42,480		\$165,732
Academic Programs	\$662,203			\$662,203
Eligibility Determination	\$3,243,215	\$1,411,511		\$1,831,664
Eligibility Determination – Special Investigations Preventative	\$102,052	\$12,757		\$89,295
Foster Care Youth Employment Services	\$101,288			\$101,288
San Mateo County Receiving Home	\$1,952,421	\$1,360,000		\$592,421
Total	\$8,365,696	\$3,076,498		\$5,289,158

PROGRAM SUMMARY

Department: Human Services Agency

Division: Child Care

Program: Child Care Subsidy for At-Risk Families

Program Outcome Statement

Ensure child care subsidies to at risk children and families

Description of Services

The Child Care division of HSA provides subsidies and case management to low-income families to support the parent's participation in employment, training, and / or education activities. Child Care also processes background clearing of non-relative child care providers and oversees provider payment authorizations. In FY 2009-10, HSA provided 705 children with child care payment assistance through Stage 1 Child Care funding.

At risk children and families in the Child Welfare System are provided childcare subsidies and supportive services to ensure safety. Child Care also processes background clearing of non-relative child care providers and oversees provider payment authorizations.

Outcome Measures

Number of at risk children served through child care payment assistance

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95	115	120

N/A

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	N/A

Description of Results

In the last 12 months, California Alternative Payment Program (CAPP) has met the child care needs of 95 children in Child Welfare Services in approved child care settings. There are no other sources to provide subsidized child care for at-risk families in Child Welfare Services. The ability of families to meet the goals of family reunification and permanency are affirmed by having an option to keep children safe. All of the CAPP providers have been properly cleared and receive authorized payments and tax reporting forms, as appropriate. The NCC of \$76,577 leverages an additional \$6.8 million in State revenues.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$8,053,212	Total Sources	\$7,056,016
General Fund Allocation	\$138,039	General Fund Allocation	\$76,577
State Revenue	\$7,601,838	State Revenue	\$6,666,104
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$313,335	Fund Balance	\$313,335
Total Requirements	\$8,053,212	Total Requirements	\$7,056,016
Gross Appropriations	\$7,739,877	Gross Appropriations	\$6,742,681
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$313,335	Reserves	\$313,335
Number of Positions	9.0	Number of Positions	7.0
Number of FTEs	9.0	Number of FTEs	7.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Child Welfare Services

Program: Children & Family Services-Basic Allocation

Program Outcome Statement

Ensure safety, permanence and well-being of children

Description of Services

Children and Family Services (CFS) provides a broad range of mandated and non-mandated child protective services for children 0-18, their families and foster care providers. This includes investigating serious allegations of abuse or neglect, proceeding with court procedures when warranted, and providing an array of reunification services to resolve issues to keep families together. Services will be provided to approximately 800 children and families and the 24-hour child abuse hotline will be staffed 365 days in FY 2011-12.

Outcome Measures

Number of phone calls received by the child abuse hotline

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
3,211	N/A	N/A

Number of referrals requiring face to face in department assessment

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
2,444	N/A	N/A

Description of Results

Total Net County Cost of \$7.8 million leverages an additional \$24 million in Federal and State revenues. This is a federally mandated program with a required County match. The impact if not funded is the loss of \$24 million in revenues, we will not meet our legal requirement to provide the mandated services and would be out of compliance with the Welfare and Institutions Code. CFS had a caseload of 3,211 calls to the CPS Hotline (resulting in 2,444 referrals) and 805 cases in Family Maintenance, Family Reunification and Permanent Placement. CFS expects to serve the same number of cases in our mandated services in FY 2011-12.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$37,762,859	Total Sources	\$31,951,937
General Fund Allocation	\$9,212,463	General Fund Allocation	\$7,794,029
State Revenue	\$16,696,608	State Revenue	\$14,065,840
Federal Revenue	\$11,761,094	Federal Revenue	\$9,999,374
Other Revenue	\$92,694	Other Revenue	\$92,694
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$37,762,859	Total Requirements	\$31,951,937
Gross Appropriations	\$38,059,116	Gross Appropriations	\$32,355,704
Intrafund Transfers	\$(296,257)	Intrafund Transfers	\$(403,767)
Reserves	\$0	Reserves	\$0
Number of Positions	175.0	Number of Positions	149.0
Number of FTEs	173.0	Number of FTEs	147.9

PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Program: Day Worker Program

Program Outcome Statement

Improve outreach and employment services to day laborers

Description of Services

The Multicultural Institute provides street-based outreach to day laborers and employers, which significantly improves community relations by linking day laborers to training, housing, health and social services. These services address issues of public safety, community concerns of economic impact, and increase self-sufficiency and the health of day laborers in the North Fair Oaks neighborhood of Redwood City. Staff also assist day laborers with employer negotiations and legal advocacy when needed.

Outcome Measures

Percent of participants who obtain jobs

FY 2009-10 Actual

40%

FY 2010-11 Estimate

40%

FY 2011-12 Target

40%

Number of employers registered with the program

FY 2009-10 Actual

170

FY 2010-11 Estimate

150

FY 2011-12 Target

150

Description of Results

This program will provide services to 480 day laborers, who will have a linkage to jobs, employment services, housing, financial education, health and social services; and 150 employers will have a trusted referral source for skilled and unskilled labor. The contractor will continue to improve community relations as local businesses have a point of contact for issues involving day laborers. The Sheriff's Office will continue to have additional eyes and ears on the street to assist with community issues in the unincorporated North Fair Oaks neighborhood adjacent to Redwood City.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$148,320	Total Sources	\$148,320
General Fund Allocation	\$148,320	General Fund Allocation	\$148,320
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$148,320	Total Requirements	\$148,320
Gross Appropriations	\$148,320	Gross Appropriations	\$148,320
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Program: Family Resource Centers (FRC)

Program Outcome Statement

Promote family success and increase family well being

Description of Services

Psychiatric Social Workers staff provide prevention and early intervention services, such as counseling, case management and consultation, on-site at eight identified high-impact / high-need schools in Daly City, Redwood City (RWC 2020 Community Schools) and East Menlo Park. About 1,500 families are served each year. These prevention services assist in the stabilization of youth in school and assist families in obtaining necessary community resources, such as housing, food, health insurance, and economic benefits; and supportive counseling.

Outcome Measures

Number of families referred for counseling services to the Family Resource Centers

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
2,456	2,000	1,500

N/A

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	N/A

Description of Results

The Family Resource Centers have provided critical counseling services to families that are experiencing psycho-social issues and youth experiencing behavioral and emotional challenges, which impact performance in the classrooms. For FY 11-12, the Program anticipates serving 1,500 families with children experiencing social and developmental needs.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,478,715	Total Sources	\$1,641,930
General Fund Allocation	\$2,478,715	General Fund Allocation	\$1,351,930
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$290,000
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$2,478,715	Total Requirements	\$1,641,930
Gross Appropriations	\$2,478,715	Gross Appropriations	\$1,641,930
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	15.0	Number of Positions	8.0
Number of FTEs	15.0	Number of FTEs	8.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Program: Jobs for Youth

Program Outcome Statement

Prepares youth for the world of work

Description of Services

Jobs for Youth (JFY) provides employment services such as job readiness training, paid internships and job opportunities to youth in San Mateo County. Workshops for youth are held in high schools and in JFY offices, staff also provide one-to-one résumé reviews and interview tips. Staff engage local businesses to develop internships and jobs for the youth. Every year, Jobs for Youth holds a fundraising breakfast to recognize and award scholarships to youth in need. One position in this program is proposed for reduction.

Outcome Measures

Number of Youth received job readiness services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
2,203	2,200	1600

Number of youth placed in internship or employment opportunities

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
354	340	250

Description of Results

In FY 2010-11, the JFY Program is projected to serve 2,200 youth, place 300 in jobs and internships, and offer scholarships to 20 low-income youth. This funding level will be able to provide services to an estimated 1600 youth for next fiscal year. For the last 29 years JFY has served as an essential bridge between employers and youth who are just entering the work world. At this time, there is no comparable program in the county. Without this program, youth will not have ready access to job placement services and links to paid internships.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$402,410	Total Sources	\$321,055
General Fund Allocation	\$372,410	General Fund Allocation	\$296,055
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$30,000	Other Revenue	\$25,000
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$402,410	Total Requirements	\$321,055
Gross Appropriations	\$472,410	Gross Appropriations	\$321,055
Intrafund Transfers	\$(70,000)	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	5.0	Number of Positions	3.0
Number of FTEs	5.0	Number of FTEs	3.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Program: Prevention & Early Intervention-Extraordinary Circumstance Fund

Program Outcome Statement

Prevent financial crisis to families during an emergency

Description of Services

The ECF provides one-time assistance to families for rental deposit, rent, orthodontia needs for their children in partnership with the Children's Fund, camperships for foster children, car repairs and other emergency needs to ensure low-income families and foster youth have a fund of last resort they can access if unable to secure funding through other community resources.

Outcome Measures

Amount of rental assistance provided

FY 2009-10 Actual

\$46,000

FY 2010-11 Estimate

Mid YR \$9,019

FY 2011-12 Target

\$20,000

Percent of ECF funds used to secure housing

FY 2009-10 Actual

76%

FY 2010-11 Estimate

Mid YR 30%

FY 2011-12 Target

60%

Description of Results

HSA is proposing to reduce the NCC from \$190,000 to \$50,250. In FY 2009-10, \$61,625 was utilized by ECF and provided assistance to 53 families. HSA expects to have enough funds in FY 2011-12 to maintain service levels. Given the current economy and limitation of community-based agencies to provide emergency funds, this minimum amount of emergency funds is needed to ensure that families do not become homeless and have access to one-time funds for rental deposits, rental assistance and other emergency necessities. If this minimum amount of funding was not provided it would be anticipated that families would become homeless due to lack of rental deposits and assistance.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$285,000	Total Sources	\$75,000
General Fund Allocation	\$190,950	General Fund Allocation	\$50,250
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$94,050	Federal Revenue	\$24,750
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$285,000	Total Requirements	\$75,000
Gross Appropriations	\$285,000	Gross Appropriations	\$75,000
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Program: Veteran Services

Program Outcome Statement

Improve veterans health and well being through benefits / claims assistance

Description of Services

This program helps veterans and families of veterans file claims for a wide range of state and federal benefits / services, such as pensions, mortgage programs and college fee waivers. Program staff conduct outreach and education through community events, Stand Downs, Homeless Connects, and at veterans' and other organizations. Refers veterans to social services and VA health and mental health care facilities as appropriate. Veteran Services staff are out posted weekly at the VA Clinic in San Bruno and at Next Step, an employment and housing service for veterans.

Outcome Measures

Number of Benefit Claims Filed (*Results reflect an additional ARRA-funded position)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
725*	800*	800

Dollar Amount of Claims Filed (*Results reflect an additional ARRA-funded position)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$2,054,261*	\$1,325,000*	N/A

Description of Results

The two accredited county veterans services positions are projected to assist with the filing of 800 claims, which will secure \$1,325,000 in benefits for veterans and their families in San Mateo County. Many veterans and their families have gained access to veterans services because of our services. Our services have reduced significant wait times to process claims and prevented our veterans from traveling out of the county for assistance.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$199,782	Total Sources	\$208,212
General Fund Allocation	\$156,282	General Fund Allocation	\$165,732
State Revenue	\$15,000	State Revenue	\$18,000
Federal Revenue	\$25,000	Federal Revenue	\$20,980
Other Revenue	\$3,500	Other Revenue	\$3,500
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$199,782	Total Requirements	\$208,212
Gross Appropriations	\$239,768	Gross Appropriations	\$263,212
Intrafund Transfers	\$(39,986)	Intrafund Transfers	\$(55,000)
Reserves	\$0	Reserves	\$0
Number of Positions	2.0	Number of Positions	2.0
Number of FTEs	2.0	Number of FTEs	2.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity/Employment

Program: Academic Programs

Program Outcome Statement

Increase school academic and enrichment programs for students in San Mateo County

Description of Services

This funding provides support for an array of academic programs, including a contract for Academic and Enrichment Classes to students in grades K-3 in 15 elementary school sites in Daly City and the Bayshore area. The Program provides support for 54 after-school Academic Success Centers (Homework Centers) at 40 elementary, nine middle schools, and five city-based sites. The program also funds the Math and Science Innovation Fund that recognizes innovative math and science educators by providing \$5,000 awards to support learning projects at the 4th and 6th grade levels.

Outcome Measures

Number of children enrolled in after-school enrichment classes in North County

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
982	1,000	1,000

Improvement in Students' Grades (Homework Centers)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
79%	81%	81%

Description of Results

The Contractor uses the County funding to leverage additional contributions from school districts and private funders. The contractor provides academic and enrichment classes to the North County community and will continue to serve an estimated 1,000 children in FY 2011-12.

In FY 2010-11, over 4,000 students will be served by the Academic Success Centers (Homework Centers) which contribute to academic performance and school attendance. County Office of Education and cities use county funding to leverage matching dollars to fund 54 Homework Centers. Over 4,000 students will continue to be served in FY 2011-12. In FY 2010-11, The Math & Science Innovation Fund provided seven grants for hands-on learning opportunities, and two teachers attended the Stanford summer training.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$662,203	Total Sources	\$662,203
General Fund Allocation	\$662,203	General Fund Allocation	\$662,203
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$662,203	Total Requirements	\$662,203
Gross Appropriations	\$662,203	Gross Appropriations	\$662,203
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	1.0	Number of Positions	1.0
Number of FTEs	1.0	Number of FTEs	1.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: County Program

Program: Food Stamp Employment & Training (FSET)

Program Outcome Statement

Improve employment outcomes for individuals with disabilities / barriers

Description of Services

The Food Stamp Employment and Training (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 in need of soft and hard work skills. Participants are referred by General Assistance (GA) and CalFresh (Food Stamps) caseworkers. Participants learn packaging, assembly, warehousing and shipping skills while employers receive onsite work services.

Outcome Measures

Individuals participating in FSET

FY 2009-10 Actual

600

FY 2010-11 Estimate

1000

FY 2011-12 Target

1100

Number of GA clients who move into employment

FY 2009-10 Actual

8

FY 2010-11 Estimate

15

FY 2011-12 Target

20

Description of Results

In FY 2010-11, over 1,000 individuals will gain hands-on work experience, soft skills training, work references and job networking opportunities. In addition, 15 individuals who currently receive General Assistance will be placed in jobs. In FY 2011-12, it is expected that 1,100 people will gain these valuable job-related skills and 20 GA clients will be placed in jobs. In addition, local businesses will benefit from a work site to have their production, assembly, fulfillment, warehousing and shipping / receiving needs met. The NCC of \$817,770 leverages an additional \$800,000 in federal revenues.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,629,409	Total Sources	\$1,617,770
General Fund Allocation	\$1,079,409	General Fund Allocation	\$817,770
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$550,000	Federal Revenue	\$800,000
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,629,409	Total Requirements	\$1,617,770
Gross Appropriations	\$1,629,409	Gross Appropriations	\$1,617,770
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: County Programs

Program: General Assistance Program

Program Outcome Statement

Improve Economic Self Sufficiency for single indigent adults

Description of Services

General Assistance (GA) provides financial assistance to low-income adults who fall below the established property and income limits. The GA program assists individuals in finding employment and obtain support from other sources, such as Supplemental Security Income. Clients contact eligibility determination staff when submitting applications, renewing eligibility, and engaging in self sufficiency support activities.

Outcome Measures

Percent of clients who leave assistance with employment or Social Security assistance

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	90%	90%

Percent of GA applications that are processed within standards for timeliness

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
60%	95%	85%

Description of Results

This funding will allow HSA to process over 5,000 applications for GA public assistance programs. The GA program provides cash benefits to over 1,500 individuals per year. The average GA benefits of \$348 helps individuals avoid housing insecurity and obtain economic stability. Wraparound care of shelter, employment assistance and counseling prevents homelessness, increases well-being, and results in cost savings by freeing other safety net services for needy residents.

The Agency has been working closely with its community partners over the last year to identify ways to effectively run the program while reducing / maintaining costs. The proposed changes will be presented to the Board of Supervisors in June 2011 that would include administrative changes as well as changes to the client benefits.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,340,944	Total Sources	\$4,604,160
General Fund Allocation	\$3,282,065	General Fund Allocation	\$4,363,160
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$241,000	Federal Revenue	\$241,000
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$817,879	Fund Balance	\$0
Total Requirements	\$4,340,944	Total Requirements	\$4,604,160
Gross Appropriations	\$4,340,944	Gross Appropriations	\$4,604,160
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Eligibility Determination

Program: Eligibility Determination

Program Outcome Statement

Process public assistance applications and manage ongoing cases per regulations

Description of Services

The Net County Cost of \$7,394,976 leverages \$48 million in Federal and State revenues for eligibility determination. This funding allows the Human Services Agency to process over 42,000 applications for public assistance programs providing basic assistance to the neediest families in San Mateo County. This funding allows 120,000 county residents access to social services benefits including health insurance (Medi-Cal), nutritional supplement (CalFresh), and temporary cash assistance (CalWORKS and General Assistance).

Outcome Measures

Percent of applications complying w/ State standards for timely processing when eligibility is determined

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
61%	90%	75%

Number of individuals receiving CalFresh benefits

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
18,000	19,800	28,000

Description of Results

HSA has been able to process over 42,000 applications for public assistance programs to the neediest families in San Mateo County, including access to social services benefits, health insurance (Medi-Cal), nutritional supplement (CalFresh), and temporary cash assistance (CalWORKS and General Assistance). While this funding allows the Agency to keep up with the current service demand, it is anticipated that 20% more families will apply for aid in the next fiscal year. The Agency has launched efforts to redesign the eligibility determination process in order to keep up with the growth in application caseload growth. While in the midst of redesign, clients may experience application delays of up to three months.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$58,028,298	Total Sources	\$55,300,341
General Fund Allocation	\$3,917,443	General Fund Allocation	\$7,394,976
State Revenue	\$48,171,049	State Revenue	\$35,419,250
Federal Revenue	\$5,869,806	Federal Revenue	\$12,416,115
Other Revenue	\$70,000	Other Revenue	\$70,000
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$58,028,298	Total Requirements	\$55,300,341
Gross Appropriations	\$59,488,212	Gross Appropriations	\$56,970,341
Intrafund Transfers	\$(1,459,914)	Intrafund Transfers	\$(1,670,000)
Reserves	\$0	Reserves	\$0
Number of Positions	341.0	Number of Positions	327.0
Number of FTEs	337.0	Number of FTEs	323.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Employment Services

Program: Employment Services

Program Outcome Statement

Provides Employment Services under SMC Works

Description of Services

This base funding is for Work Force investment Act (WIA) funded programs and CalWORKs Employment Services. These programs help San Mateo County residents become economically self-sufficient through employment and supportive services. The services provided are job search, supervised unpaid work experience / community service, on the job training, vocational training, job placement, adult education and community college referrals.

Outcome Measures

Number of participants using Peninsula Works Centers

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
20,695	15,000	13,000

Percent of WIA participants leaving services with employment

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
40%	40%	40%

Description of Results

The programs provide eligible participants with childcare services, reimbursements for transportation, work or training related expenses and supportive services. These programs provide approximately \$14 million in State and Federal funded services to job seekers in San Mateo County. The WIA program serves 21,000 job seekers through its universal access / one-stop centers and tool tent events. More intensive services are provided to 1,600 eligible job seekers through WIA funded services and CalWORKS Welfare to Work services.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$33,268,919	Total Sources	\$13,453,055
General Fund Allocation	\$144,087	General Fund Allocation	\$0
State Revenue	\$886,703	State Revenue	\$425,000
Federal Revenue	\$32,054,130	Federal Revenue	\$12,844,054
Other Revenue	\$184,000	Other Revenue	\$184,000
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$33,268,919	Total Requirements	\$13,453,055
Gross Appropriations	\$33,312,436	Gross Appropriations	\$13,496,572
Intrafund Transfers	\$(43,517)	Intrafund Transfers	\$(43,517)
Reserves	\$0	Reserves	\$0
Number of Positions	57.0	Number of Positions	54.0
Number of FTEs	56.0	Number of FTEs	53.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Employment Services

Program: Foster Care Youth Employment Services

Program Outcome Statement

Assisting current and former foster youth in achieving self-sufficiency

Description of Services

As a component of the Independent Living Program, two Employment Services Specialists provide one-on-one assistance to former and current foster youth (ages 16-24) with education and employment services and resources during their transition from in-care to after-care. These services include: assistance with college financial aid and applications; job skill building; job search and training programs; assistance with housing and mental health needs, and liaison to educational institutions and campus support programs.

Outcome Measures

Number of youth receiving services

FY 2009-10 Actual

66

FY 2010-11 Estimate

92

FY 2011-12 Target

Number of youth enrolled in college

FY 2009-10 Actual

59

FY 2010-11 Estimate

n/a

FY 2011-12 Target

Description of Results

The staff serve 40-60 youth per month with approximately 84% enrolled or planning to enroll in college and 73% have been employed. This proposal will continue to fund two filled Employment Services Specialists providing the same level of services in FY 2011-12. It is anticipated that this program will be redesigned in the next fiscal year.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$202,577	Total Sources	\$202,577
General Fund Allocation	\$202,577	General Fund Allocation	\$202,577
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$202,577	Total Requirements	\$202,577
Gross Appropriations	\$202,577	Gross Appropriations	\$202,577
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	2.0	Number of Positions	2.0
Number of FTEs	2.0	Number of FTEs	2.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Homeless & Safety Net

Program: Homeless and Safety Net Services

Program Outcome Statement

Prevent homelessness and hunger for individuals and families

Description of Services

Safety Net services is a collaborative effort for the planning, development and administration of activities to provide emergency services and meet objectives of the Housing our People Effectively (HOPE) ten year plan to end homelessness. Through coordination and oversight of HUD's Continuum of Care Plan, which provides \$5.7 million in federal funds, and contracts with eight Core Service Agencies, the Center on Homelessness maintains a safety net for families and individuals in crisis.

Outcome Measures

Percent of clients needing food and/or shelter assisted by Core Service Agencies contracting with HSA

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

98% / 76%

97% / 50%

97% / 50%

Percent of clients in transitional housing exiting to permanent housing

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

70%

72%

75%

Description of Results

This funding will allow the Core Services Agencies to serve over 40,000 individuals, including 14,000 families with needs for emergency food, shelter, utility assistance, rental assistance, counseling, legal aid and other supportive services. This funding will also allow shelter providers to assist 4,000 families and individuals with temporary housing. Close to 2,000 people will be housed in transitional living arrangements, leading to 1,500 people finding permanent housing. Currently, 99% of the non-profit emergency shelters bed capacity, approximately 90 beds, is in use. The NCC of \$2.8 million leverages an additional \$553,482 in Federal revenues.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,816,633	Total Sources	\$3,372,977
General Fund Allocation	\$3,044,861	General Fund Allocation	\$2,819,495
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$771,772	Federal Revenue	\$553,482
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$3,816,633	Total Requirements	\$3,372,977
Gross Appropriations	\$3,976,779	Gross Appropriations	\$3,515,123
Intrafund Transfers	\$(160,146)	Intrafund Transfers	\$(142,146)
Reserves	\$0	Reserves	\$0
Number of Positions	5.0	Number of Positions	3.0
Number of FTEs	5.0	Number of FTEs	3.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Office of Agency Director

Program: Administrative Services/ Office of the Agency Director

Program Outcome Statement

Provide administration support for various programs

Description of Services

This funding is for critical administrative services that allows HSA to meet state and federal guidelines and other best practices in service delivery to the residents of San Mateo County. This funding is for the Agency's centralized administration functions, which include Information Systems, Financial Services, Public Information, Policy, Planning and Quality Management, Contracts, Human Resource Development, program oversight and other units that provide support for the agency.

Outcome Measures

% of Direct Client Service Contracts processed on time

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
94%	92%	91%

N/A

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	N/A

Description of Results

The Office of the Agency Director engages the community in identifying human services needs and working with community members toward solutions. The Office improves the coordination of human services delivery, advocates for policy change, seeks ways to maximize every dollar of Net County Cost, and secures and provides administrative and operational resources that assist the Human Services Agency (HSA) staff in the design, delivery, and maintenance of effective and quality client and community services. Services ensure fiscal claiming, provide quality assurance and quality control, develop contracts, and planning and performance management.

If unfunded, reductions will impact all of the above administrative services. HSA will not be able to conduct proper financial reporting to the State, perform critical functions essential to the Agency's administration of mandated public services or follow legal guidelines in service delivery.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$6,180,833	Total Sources	\$4,382,024
General Fund Allocation	\$349,983	General Fund Allocation	\$0
State Revenue	\$909,938	State Revenue	\$0
Federal Revenue	\$402,363	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$4,382,024
Fund Balance	\$4,518,459	Fund Balance	\$4,382,024
Total Requirements	\$6,180,833	Total Requirements	\$4,382,024
Gross Appropriations	\$22,917,491	Gross Appropriations	\$18,389,038
Intrafund Transfers	\$(21,255,207)	Intrafund Transfers	\$(18,389,038)
Reserves	\$4,518,549	Reserves	\$4,382,024
Number of Positions	113.0	Number of Positions	92.0
Number of FTEs	113.0	Number of FTEs	91.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Out of Home Placement

Program: Foster Care Aid Payments

Program Outcome Statement

Ensure safety, well-being and permanence of children

Description of Services

This base funding is used to draw down funds to provide payments to licensed foster parents, group homes, relative caregivers, and for foster youth and probation youth in Out-of-Home Placement, such as foster care placements and group homes.

Outcome Measures

Percentage of payments made on time

FY 2009-10 Actual

96%

FY 2010-11 Estimate

96%

FY 2011-12 Target

96%

N/A

FY 2009-10 Actual

N/A

FY 2010-11 Estimate

N/A

FY 2011-12 Target

N/A

Description of Results

This is a mandated service. The Net County Cost of \$1.13 million leverages over \$24 million in Federal and State revenues.

Child Welfare Services served 300 foster youth in Out-of-Home Placements requiring Foster Care aid payments in FY 2010-11. Ninety-six percent of payments to foster parents and group homes were made on time in FY 2010-11. On average, staff issued 820 payments each month for a total of \$880,000 in payments each month. At this funding level, Child Welfare Services expects to maintain the same level of service in FY 2011-12.

FY 2010-11 Current Revised Budget

Total Sources	\$26,774,695
General Fund Allocation	\$1,330,830
State Revenue	\$17,244,725
Federal Revenue	\$5,197,488
Other Revenue	\$1,708,332
Fund Balance	\$1,293,320
Total Requirements	\$26,774,695
Gross Appropriations	\$25,981,375
Intrafund Transfers	\$0
Reserves	\$793,320
Number of Positions	0.0
Number of FTEs	0.0

FY 2011-12 Recommended Budget

Total Sources	\$27,021,652
General Fund Allocation	\$1,136,682
State Revenue	\$18,733,654
Federal Revenue	\$5,258,400
Other Revenue	\$1,099,596
Fund Balance	\$793,320
Total Requirements	\$27,021,652
Gross Appropriations	\$26,228,332
Intrafund Transfers	\$0
Reserves	\$793,320
Number of Positions	0.0
Number of FTEs	0.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Out of Home Placement

Program: Foster Parent Support - Respite Care

Program Outcome Statement

Retain foster parents in San Mateo County

Description of Services

Foster parent support provides critical respite care services to foster parents who are caring for children in out-of-home placements. Respite care offers short term, temporary relief by allowing foster parents to use another caregiver for relief. Foster parents rely on respite care as a vital option to maintain work as caregiver, as respite care alleviates the challenges of caring for foster children, including some who are medically fragile.

Outcome Measures

Percent of all children in foster care for at least 24 months who experience two or fewer placements

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

32%

35%

35%

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

Description of Results

This program is a candidate for redesign and this proposal is to fund the program at a reduced level of \$40,000. A monthly average of 13 foster parents have access to the respite care services. These services provide needed respite care for foster parents to maintain the ability to provide comprehensive care to children, especially medically fragile children with significant medical needs.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$72,000	Total Sources	\$40,000
General Fund Allocation	\$72,000	General Fund Allocation	\$40,000
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$72,000	Total Requirements	\$40,000
Gross Appropriations	\$72,000	Gross Appropriations	\$40,000
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Out of Home Placement

Program: San Mateo County Receiving Home

Program Outcome Statement

Ensure safety, well-being and permanence of children

Description of Services

This newly-built, 12-bed State licensed shelter facility opened in 2008 and houses youth ages 12-18. It was an expansion of the Youth Services Center continuum of services. A staff of 11 provide 24 hours / 7 days a week provide a safe, homelike setting with an array of services to stabilize foster youth who require short-term out-of-home emergency placement.

Outcome Measures

Occupancy rate/year

FY 2009-10 Actual

67%

FY 2010-11 Estimate

66%

FY 2011-12 Target

66%

Number of Youth admitted into the Receiving Home

FY 2009-10 Actual

62

FY 2010-11 Estimate

mid year 30

FY 2011-12 Target

N/A

Description of Results

Net County Cost of \$592,421 leverages an additional \$1.36 million for a total operating budget of \$2 million. The Receiving Home has prevented our foster youth from moving out of County if local placements are not available. Moving out of County will disrupt their family ties, schooling, reunification plans; and lead to poorer lifelong outcomes for these youth. In FY 2010-11, HSA averaged eight youth at the Receiving Home each month. In FY 2011-12, use of the Receiving Home and Tower House Group Home, an eight bed adolescent group home on the Youth Services Center Campus, will be reviewed to determine possible restructuring / repurposing of services overseen by the Child and Youth System of Care Committee (CYSOC).

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,136,905	Total Sources	\$1,952,421
General Fund Allocation	\$654,202	General Fund Allocation	\$592,421
State Revenue	\$729,978	State Revenue	\$670,000
Federal Revenue	\$752,725	Federal Revenue	\$690,000
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$2,136,905	Total Requirements	\$1,952,421
Gross Appropriations	\$2,136,905	Gross Appropriations	\$1,952,421
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	11.0	Number of Positions	11.0
Number of FTEs	11.0	Number of FTEs	10.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Vocational Rehabilitation Services (VRS)

Program: Vocational Rehabilitation Services (VRS)

Program Outcome Statement

Improve employment outcomes for individuals with disabilities / barriers

Description of Services

Vocational Rehabilitation Services (VRS) provides hands-on work experience and training to a wide range of adult populations in need of soft and hard work skills. Participants are referred by General Assistance, CalFresh, Behavioral Health and Recovery Services, the Sheriff's Work Furlough Program and the State Department of Rehabilitation. Individuals with disabilities / barriers receive career and benefits counseling, SSI / SSDI advocacy, vocational assessment, work adjustment, job training, placement, job coaching, and other employment services.

Outcome Measures

Job placements for adults with severe disabilities and/or significant barriers to employment

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
135	130	105

Number of SSI/SSDI approvals (assisted disabled residents in attaining SSI/SSDI)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
25	40	30

Description of Results

In FY 2010-11, VRS provided employment and supportive services to 1,100 clients with severe mental health disabilities and other significant barriers. Sixty individuals with severe disabilities gained on-the-job training. At this funding level, 72% of these clients will receive employment services and on-the-job training.

Employers will still be able to hire work-ready residents with disabilities and access associated tax credit programs. Local businesses will have production, assembly and catering needs met through VRS. Approximately 27,000 hot, healthy meals were provided to Shelter Network, Telecare and the Youth Services Center while 2,500 Sheriff Work Furlough participants will have a low-impact work site. Over 600 GA and CalFresh (Food Stamps) clients gained work experience and soft skills training. The Net County Cost of \$677,609 leverages an additional \$3.6 million in State and other revenues.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,978,613	Total Sources	\$4,265,472
General Fund Allocation	\$1,142,346	General Fund Allocation	\$677,609
State Revenue	\$1,933,680	State Revenue	\$1,403,795
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$902,587	Other Revenue	\$2,184,068
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$3,978,613	Total Requirements	\$4,265,472
Gross Appropriations	\$7,488,767	Gross Appropriations	\$7,467,572
Intrafund Transfers	\$(3,510,154)	Intrafund Transfers	\$(3,202,100)
Reserves	\$0	Reserves	\$0
Number of Positions	32.0	Number of Positions	29.0
Number of FTEs	32.0	Number of FTEs	29.0

PROGRAM SUMMARY

Department: Human Services Agency

Division: Welfare Aid Payments

Program: Welfare Aid Payment

Program Outcome Statement

Ensure public assistance is provided to needy families with children

Description of Services

As part of the federal Temporary Assistance to Needy Families (TANF) program, CalWORKs provides supplemental cash assistance to eligible needy families. CalWORKs assists non-exempt adult clients with employment development and supportive services leading to self-sufficiency.

Outcome Measures

Number of CalWORKS families receiving assistance

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
4,174	4,700	5,200

Number of Clients Applying for CalWORKs benefits

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
5,095	5,500	6,000

Description of Results

The Net County Cost of \$512,088 leverages an additional \$23 million in Federal and State revenues. The county is responsible for 2.5% of CalWORKs grants to needy families. This funding will provide temporary cash assistance to over 4,000 needy families. Families receive an average of \$540 per month to help meet basic needs of food, housing, and other necessary living expenses.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$22,776,700	Total Sources	\$23,673,534
General Fund Allocation	\$482,700	General Fund Allocation	\$512,088
State Revenue	\$14,586,000	State Revenue	\$15,102,868
Federal Revenue	\$7,708,000	Federal Revenue	\$8,058,578
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$22,776,700	Total Requirements	\$23,673,534
Gross Appropriations	\$22,776,700	Gross Appropriations	\$23,673,534
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Child Care

Reduction: State Cuts- Child Care Subsidy Allocation

Description of Impacts from Budget Reduction

If unfunded, two filled Community Worker II positions will be eliminated and reductions will be made in aid payments to parents. The elimination of two positions will result in longer wait times for families being approved for available child care. The reduction in aid payments may result in less child care available for parents interested in participating in welfare to work related activities. The impact in reduced State funding to CalWORKs Child Care payments is \$350,383.

FY 2011-12 Unfunded Budget

Total Sources	\$432,481	Total Requirements	\$432,481
General Fund Allocation	\$82,098	Gross Appropriations	\$432,481
State Revenue	\$350,383	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Child Welfare Services

Reduction: Reduction in Child Welfare Services-Enhancements

Description of Impacts from Budget Reduction

If unfunded, there will be a reduction in supportive services to families and reduction in contracts with CBOs that provides additional support to families and kinship provider. HSA will restructure some of the services to minimize impacts to children and families. These reductions may involve consolidation of some units and absorb some of the CBOs services. There are no anticipated impacts to core mandated services and emergency response. The proposed reduction is 25% of NCC overmatch to child welfare enhanced services. Impacts in FY 11-12 will include reduction in support services to providers, will require some restructuring and reprioritization of services in Child Welfare Services and elimination of ten positions, eight filled and two vacant, none of which are on-going case carrying staff. The ten positions include one Human Services Manager I, one Social Worker Supervisor, two Social Worker, two Community Worker II, one Shelter Care Counselor, one Office Specialist, and two Office Assistant II.

FY 2011-12 Unfunded Budget

Total Sources	\$2,174,482	Total Requirements	\$2,208,144
General Fund Allocation	\$1,166,046	Gross Appropriations	\$2,191,313
State Revenue	\$0	Intrafund Transfers	\$(16,831)
Federal Revenue	\$1,008,436	Number of Positions	10.0
Other Revenue	\$0	Funded FTE	10.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Child Welfare Services

Reduction: State Juvenile Justice Reductions (Assessment Center)

Description of Impacts from Budget Reduction

The Youth Services Assessment Center is a collaborative effort between Probation, Behavioral Health and the Human Services Agency to provide multidisciplinary assessment and case management services to keep youth out of Juvenile Hall and the juvenile justice system.

HSA will not be able to continue to manage the current program due to the grant reduction. In FY 2010-11, HSA provides services to approximately 275 youth and their families in the Juvenile Justice Diversion and the Youth Outreach Programs through the Assessment Center. HSA outposts two Community Workers and one Social Worker at the Assessment Center. At the grant reduction level, HSA can still manage to provide services to the program but will have to eliminate one filled Community Worker. This will reduce the case management and safety net services by 50%, or approximately 100 families. The remaining two staff members will be able to provide services to 175 families per year.

FY 2011-12 Unfunded Budget

Total Sources	\$85,732		Total Requirements	\$85,732
General Fund Allocation	\$0		Gross Appropriations	\$85,732
State Revenue	\$79,320		Intrafund Transfers	\$0
Federal Revenue	\$6,430		Number of Positions	1.0
Other Revenue	\$0		Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Reduction: Reduction in Jobs for Youth

Description of Impacts from Budget Reduction

In FY 2010-11, the JFY Program serves 2,200 youth, places 300 in jobs and internships, and offers scholarships to 20 low-income youth. If unfunded, the program will not be able to provide employment services to 600 youth. The impacted un-served youth will not have ready access to job placement services and links to paid internships. Efforts will be made to enroll JFY youth into WIA-Youth programs, but due to capacity and eligibility requirements, not all JFY youth will be served. For the last 29 years, JFY has served as an essential bridge between employers and youth who are just entering the work world. At this time, there is no youth program in the county comparable to the Jobs for Youth program. One filled Community Worker II positions would be eliminated.

FY 2011-12 Unfunded Budget

Total Sources	\$85,732		Total Requirements	\$85,732
General Fund Allocation	\$85,732		Gross Appropriations	\$85,732
State Revenue	\$0		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	1.0
Other Revenue	\$0		Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Reduction: Domestic Violence Prevention & Intervention Services

Description of Impacts from Budget Reduction

The loss of funding will result in elimination of one filled Human Services Manager I. If the designated staff member is eliminated, the Domestic Violence Council will need to develop an alternative plan for staffing support for the Council and its four sub-committees in FY 2011-12. The oversight of the three contracts would need to be absorbed by other HSA staff. The loss of \$10,000 (\$100,000 total contract) in funding will impact Community Overcoming Relationship Abuse operations to provide group counseling to 100 domestic violence survivors. Elimination of this position will also require reassignment of all duties related to the Children's Collaborative Action Team.

FY 2011-12 Unfunded Budget

Total Sources	\$165,867	Total Requirements	\$165,867
General Fund Allocation	\$165,867	Gross Appropriations	\$165,867
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Community Capacity

Reduction: Reduction of Extraordinary Circumstance Fund (ECF)

Description of Impacts from Budget Reduction

HSA is proposing to reduce the NCC from \$190,000 to \$50,250. If unfunded, there will be NCC savings of \$140,000. In FY 2009-10, \$61,625 was utilized by ECF and provided assistance to 53 families. HSA expects to have enough funds in FY 2011-12 to maintain service levels. Given the current economy and limitations of community-based agencies to provide emergency funds, this minimum amount of emergency funds is needed to ensure that families do not become homeless and have access to one-time funds for rental deposits, rental assistance and other emergency necessities. If this minimum amount of funding is not provided it is anticipated that families will become homeless due to lack of rental deposits and assistance.

FY 2011-12 Unfunded Budget

Total Sources	\$210,000	Total Requirements	\$210,000
General Fund Allocation	\$140,700	Gross Appropriations	\$210,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$69,300	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Eligibility Determination

Reduction: Reduction in Eligibility Determination

Description of Impacts from Budget Reduction

HSA has launched a redesign of eligibility determination in order to streamline the application process. It is anticipated that the new process will allow the Agency to reduce staffing by nine vacant positions. Elimination of these positions while in the midst of redesign, will result in application processing delays, with families waiting two to three months to receive eligible benefits.

FY 2011-12 Unfunded Budget

Total Sources	\$1,783,333	Total Requirements	\$1,783,333
General Fund Allocation	\$963,000	Gross Appropriations	\$1,783,333
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$820,333	Number of Positions	9.0
Other Revenue	\$0	Funded FTE	9.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Employment Services

Reduction: State Cuts- CalWORKs Welfare to Work (WtW)

Description of Impacts from Budget Reduction

In FY 2011-12, the state is likely to change the program rules and caseloads will grow from 350 to 1,100 clients. Even with this funding, the additional parents on caseload will wait longer to access services and will have fewer job preparation and search resources. Staff will have less time to work with individual parents to assist in securing and increasing participation in work and / or work related activities. This state requirement and the continuing slow economic recovery, has created few employment opportunities for entry-level workers with children, so finding work will remain a significant struggle for parents. The County will be challenged to improve the Federal Work Participation Rate in this environment. The state reduction also includes reduction in CalLearn.

Positions eliminated from this reduction include two vacant Employment Services Specialists, one vacant Human Services Supervisor, and one filled Community Worker.

FY 2011-12 Unfunded Budget

Total Sources	\$609,256	Total Requirements	\$609,256
General Fund Allocation	\$194,720	Gross Appropriations	\$609,256
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$414,536	Number of Positions	4.0
Other Revenue	\$0	Funded FTE	4.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Homeless & Safety Net

Reduction: Center on Homelessness

Description of Impacts from Budget Reduction

This is a proposal to not fund a portion of the total Center on Homelessness budget. This reduction would result in the elimination of one vacant Office Assistant position and small reductions in four contracts which support food assistance and homeless services. The program will be able to maintain the current expected levels for assisting clients needing food and / or shelter in FY 2011-12. Efficiencies will be gained in administration, and by targeting safety net eligible populations with contracted services.

FY 2011-12 Unfunded Budget

Total Sources	\$148,500	Total Requirements	\$148,500
General Fund Allocation	\$125,300	Gross Appropriations	\$148,500
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$23,200	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Office of Agency Director

Reduction: Automation / Systems Improvements & Program Integrity

Description of Impacts from Budget Reduction

The elimination of one Information Technology Technician and one Departmental Services Analyst would impair support for state required automated systems which issue client benefits and support case management. Staff would experience longer wait times to resolve issues related to automation systems and HSA will be less proactive with system updates and enhancements related to client programs and services to meet state and agency requirements. The elimination of one Office Specialist will result in no administrative support to the Program Integrity and Quality Improvement unit.

FY 2011-12 Unfunded Budget

Total Sources	\$358,344	Total Requirements	\$0
General Fund Allocation	\$191,536	Gross Appropriations	\$358,344
State Revenue	\$0	Intrafund Transfers	\$358,344
Federal Revenue	\$166,808	Number of Positions	3.0
Other Revenue	\$0	Funded FTE	3.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Office of Agency Director

Reduction: Agency Administration

Description of Impacts from Budget Reduction

If unfunded, six filled staff positions will be eliminated, resulting in the loss of current service levels and increased workload for remaining staff in the respective areas. HSA programs would experience direct impacts in increased contract processing time, decrease in tailored trainings available, redirection of training to the County HR training program, delayed fiscal processing for Workforce Development, and increased wait time, from 24 to 48 hours, for eligibility staff who request client records for delivery.

The six positions include two Human Services Supervisors in Human Resource Development, one Human Services Analyst in Contracts, one Accountant II in Financial Services, one Lead Records Center Assistant, and one Records Center Assistant.

FY 2011-12 Unfunded Budget

Total Sources	\$667,032	Total Requirements	\$0
General Fund Allocation	\$356,766	Gross Appropriations	\$667,032
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$310,266	Number of Positions	6.0
Other Revenue	\$0	Funded FTE	6.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Out of Home Placement

Reduction: Foster Parent Retention - Provider Subsidies

Description of Impacts from Budget Reduction

Foster parent retention services include the payment of financial incentive subsidies to foster parents who maintain their license in good standing and to retain emergency beds available for overnight and weekend access if a child is removed from their home.

If unfunded, eight foster parents who currently receive financial subsidies will not receive a financial incentive for maintaining a license to serve foster children, retaining available vacant beds, and retaining emergency beds available for evening and weekend access. Foster parents may decide to not continue as a provider, decreasing the number of foster parents in the county, which would result in higher cost placements in a foster family agency, group home, or outside the county, disrupting the child's social and community environment and decreasing the number of visitations with their biological families.

FY 2011-12 Unfunded Budget

Total Sources	\$35,000	Total Requirements	\$35,000
General Fund Allocation	\$35,000	Gross Appropriations	\$35,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Out of Home Placement

Reduction: Foster Parent Support - Respite Care

Description of Impacts from Budget Reduction

The Respite Care program is proposed in base funding at a reduced amount of \$40,000. This program will be redesigned next fiscal year. If unfunded, the number of foster parents may decrease, resulting in higher cost placements in a foster family agency, group home, or outside the county, disrupting the child's social and community environment and decreasing the number of visitations with biological families, which impacts reunification plans.

FY 2011-12 Unfunded Budget

Total Sources	\$32,000	Total Requirements	\$32,000
General Fund Allocation	\$32,000	Gross Appropriations	\$32,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Out of Home Placement

Reduction: Out of Home Placement - Tower House

Description of Impacts from Budget Reduction

If unfunded, the contractor will receive a 39% reduction in the contract or \$106,501 of a \$273,182 contract, but will still be able to provide group home services to youth.

In FY 2011-12, use of the Receiving Home and Tower House Group Home will be reviewed to determine possible re-structuring/re-purposing of services overseen by the Child and Youth System of Care Committee (CYSOC).

FY 2011-12 Unfunded Budget

Total Sources	\$106,501	Total Requirements	\$106,501
General Fund Allocation	\$106,501	Gross Appropriations	\$106,501
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Human Services Agency

Division: Vocational Rehabilitation Services (VRS)

Reduction: Reduction in Vocational Rehabilitation Services (VRS)

Description of Impacts from Budget Reduction

In FY 2010-11, VRS provided employment and supportive services to 1,100 clients with severe mental health disabilities and other significant barriers to employment. Sixty individuals with severe disabilities gained on-the-job training. If unfunded, 28% of these clients will not receive employment services or on-the-job training.

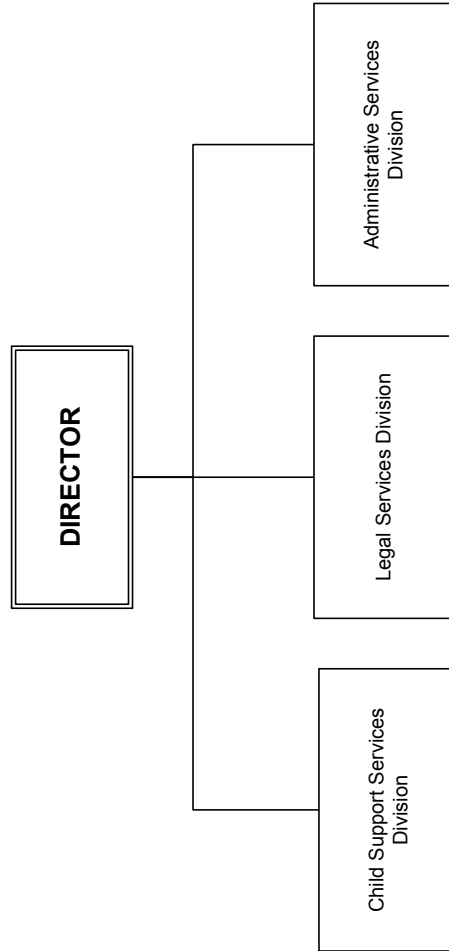
Community employers will not be able to hire work-ready residents with disabilities as easily, and will not benefit from the associated tax credits. Other local businesses will not be able to have production, assembly, and catering needs met through VRS. General Assistance participation and associated Net County Costs will increase. One Rehabilitation Marketing Manager, one Rehabilitation Production Supervisor, and one Employment Services Specialist will be eliminated.

FY 2011-12 Unfunded Budget

Total Sources	\$379,014	Total Requirements	\$379,014
General Fund Allocation	\$379,014	Gross Appropriations	\$379,014
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	3.0
Other Revenue	\$0	Funded FTE	3.0

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DEPARTMENT OF CHILD SUPPORT SERVICES



Department of Child Support Services (2600B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	10,920,979	11,327,047	11,543,562	11,543,562	
Miscellaneous Revenue	206,786	(67)	216,117	408,729	192,612
TOTAL SOURCES	11,127,765	11,326,980	11,759,679	11,952,291	192,612
REQUIREMENTS					
Salaries and Benefits	9,242,170	9,677,772	10,120,854	10,467,598	346,744
Services and Supplies	560,746	454,728	464,650	410,650	(54,000)
Other Charges	1,365,946	1,194,449	1,285,508	1,284,600	(908)
Other Financing Uses	47,621				
Gross Appropriations	11,216,483	11,326,949	11,871,012	12,162,848	291,836
Intrafund Transfers	(88,718)	31	(111,333)	(210,557)	(99,224)
TOTAL REQUIREMENTS	11,127,765	11,326,980	11,759,679	11,952,291	192,612
AUTHORIZED POSITIONS					
Salary Resolution	98.0	92.0	90.0	90.0	
Funded FTE	97.0	90.7	88.6	89.2	0.6

DEPARTMENT OVERVIEW

Department of Child Support Services

Department Mission Statement

The Department of Child Support Services enhances the quality of life for children and 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.

Who We Serve / What We Do

Services to San Mateo County Residents

- All San Mateo County residents may apply for services
- Residents in receipt of public assistance (CalWORKs/Medi-cal) are referred automatically by statute

Services Provided

- Locate absent parents
- Coordinate genetic testing to establish paternity
- Establish court orders for medical and child support
- Enforce orders for medical and child support
- Collection and distribution of child support payments
- Modify court orders when the financial circumstances of parents or guardians change
- Maintain and provide payment histories
- Operate a central call center for all incoming calls
- Conduct outreach to community based organizations to educate about our program and provide services to clients

Major Accomplishments

- Performance Award for FFY 2010: Best Medium Sized County
- Performance Award for FFY 2010: Most Improved in Performance Measures – Medium Sized County
- Tied for 9th in California for FFY 2010 in overall performance. San Mateo is the largest caseload county in the Top Ten
- Provided call center services for Marin, San Benito, and Santa Cruz counties.
- Answered 72,028 calls in FY 2009-10 with an average two minute wait time
- First County department to translate Department's website into Spanish
- Developed/Implemented a Coaching/Mentoring program for management staff and have begun to implement the same program for supervisors

Net County Cost Breakdown

The Department is fully funded by State and Federal funds.

Reserves

Not applicable to the Department of Child Support Services in FY 2011-12 Recommended Budget.

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$0	\$0
% of G/F Net Appropriations	0%	0%

Department of Child Support Services

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Child Support Services	\$11,952,291	\$0	3-43
	Total	\$11,952,291	\$0	

PROGRAM SUMMARY

Department: Department of Child Support Services

Division: Child Support Services

Program: Child Support Services

Program Outcome Statement

Child Support Services establishes and enforces court orders for child and medical support

Description of Services

Child Support Services establishes, enforces and modifies court orders for child and medical support. The Department schedules DNA testing to establish paternity, accesses a variety of databases to locate absent parents and collects and distributes support payments to families. The Department also reimburses county, state and federal agencies for public assistance paid to families. Additionally, Child Support Services collaborates with several community based organizations to provide referrals for clients and outreach information about our services.

Outcome Measures

Percent of cases with orders for child support

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
90%	90%	90%

Percent of dollars of current child support owed that is paid

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
60%	60%	60%

Description of Results

Child Support Services continues to meet or exceed its state and county performance benchmarks. In FFY 10 the Department was awarded Best Performance for a medium sized child support agency with a caseload size between 10,000 to 20,000 cases. The Department was the most improved medium sized county. Additionally, Child Support Services finished as one of the Top Ten performing child support agencies statewide and is the largest child support agency in this group. In an effort to enhance services as well as increase performance, managers and staff are implementing an approach to case management that is proactive and comprehensive. This includes emphasizing personal communication both internally and externally, encouraging creative and innovative approaches to case management and establishing a collaborative learning environment for all staff. [Note while Child Support Services is budgeted to access local dollars to draw down federal monies in the Federal Financial Participation (FFP) program, it expects that salary savings due to vacant positions will mean the use of these funds will be unnecessary to manage program expenditures.]

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$11,759,679	Total Sources	\$11,952,291
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$4,001,631	State Revenue	\$4,001,631
Federal Revenue	\$7,541,931	Federal Revenue	\$7,541,931
Other Revenue	\$216,117	Other Revenue	\$408,729
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$11,759,679	Total Requirements	\$11,952,291
Gross Appropriations	\$11,871,012	Gross Appropriations	\$12,162,848
Intrafund Transfers	\$(111,333)	Intrafund Transfers	\$(210,557)
Reserves	\$0	Reserves	\$0
Number of Positions	90.0	Number of Positions	90.0
Number of FTEs	88.7	Number of FTEs	89.3

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LIVABLE COMMUNITY

OUR GROWTH OCCURS NEAR TRANSIT,
PROMOTES AFFORDABLE,
LIVABLE CONNECTED COMMUNITIES.

COUNTY OF SAN MATEO FY 2011-12 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.



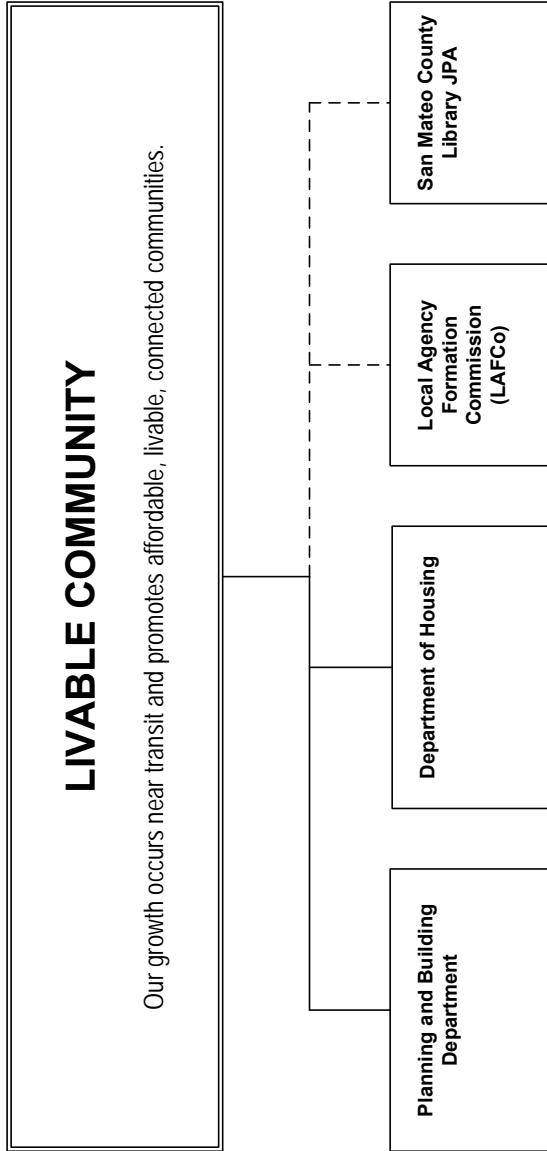
Environmentally Conscious Community

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



Collaborative Community

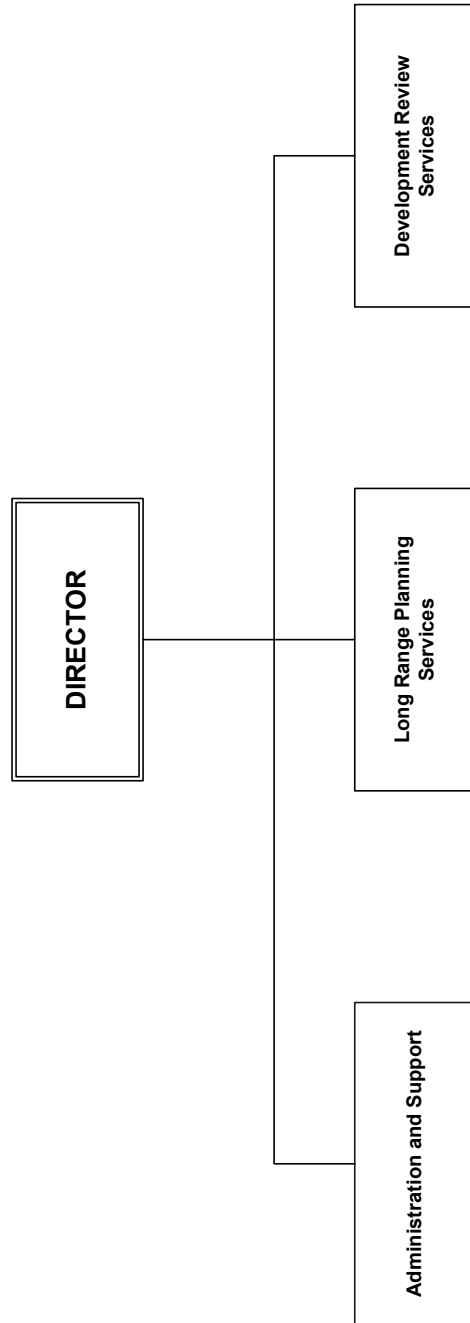
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Livable Community FY 2011-12 All Funds Summary

Total Requirements	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
General Fund Budgets					
Planning and Building	11,809,700	9,357,316	9,291,538	8,044,877	(1,246,661)
Local Agency Formation Commission	294,263	327,888	299,446	299,446	
Housing and Community Development	9,634,798	5,780,825	8,330,067	8,727,902	397,835
Total General Fund	21,738,761	15,466,029	17,921,051	17,072,225	(848,826)
Non-General Fund Budgets					
County Library	29,789,788	32,491,926	31,418,341	31,921,886	503,545
Total Non-General Fund	29,789,788	32,491,926	31,418,341	31,921,886	503,545
Total Requirements	51,528,549	47,957,955	49,339,392	48,994,111	(345,281)
Total Sources	49,757,627	47,880,107	47,589,470	47,570,669	(18,801)
Net County Cost	1,770,922	77,848	1,749,922	1,423,442	(326,480)
AUTHORIZED POSITIONS					
Salary Resolution	205.0	197.0	197.0	190.0	(7.0)
Funded FTE	187.1	179.8	180.4	174.0	(6.4)
<u>FOR INFORMATION ONLY:</u>					
Housing Authority	66,479,593	65,388,994	69,177,771	75,682,986	6,505,215

PLANNING AND BUILDING



Planning and Building (3800D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	2,408,163	2,510,704	2,339,000	2,606,219	267,219
Fines, Forfeitures and Penalties	19,373	46,260	15,000	15,000	
Intergovernmental Revenues		868	50,000	275,000	225,000
Charges for Services	1,442,053	1,189,171	1,237,100	1,436,077	198,977
Interfund Revenue	57,502	125,551	95,000	50,000	(45,000)
Miscellaneous Revenue	501,199	715,560	454,644	147,200	(307,444)
Total Revenue	4,428,289	4,588,115	4,190,744	4,529,496	338,752
Fund Balance	5,610,489	4,691,353	3,450,872	2,191,939	(1,258,933)
TOTAL SOURCES	10,038,778	9,279,468	7,641,616	6,721,435	(920,181)
REQUIREMENTS					
Salaries and Benefits	5,928,017	6,043,834	6,678,987	6,483,197	(195,790)
Services and Supplies	3,432,237	6,292,129	5,367,264	5,618,510	251,246
Other Charges	821,470	589,150	614,746	599,439	(15,307)
Gross Appropriations	10,181,724	12,925,113	12,660,997	12,701,146	40,149
Intrafund Transfers	(2,539,504)	(5,529,934)	(4,401,813)	(4,810,269)	(408,456)
Net Appropriations	7,642,220	7,395,179	8,259,184	7,890,877	(368,307)
Contingencies/Dept Reserves	4,167,480	1,962,137	1,032,354	154,000	(878,354)
TOTAL REQUIREMENTS	11,809,700	9,357,316	9,291,538	8,044,877	(1,246,661)
NET COUNTY COST	1,770,922	77,847	1,649,922	1,323,442	(326,480)
AUTHORIZED POSITIONS					
Salary Resolution	55.0	52.0	52.0	49.0	(3.0)
Funded FTE	54.6	52.0	51.6	48.5	(3.1)

DEPARTMENT OVERVIEW

Planning and Building Department

Department Mission Statement

The Planning and Building Department prepares and administers land use plans and regulations and ensures development proposals conform with applicable zoning and building requirements.

Who We Serve / What We Do

Services to Property Owners/Permit Applicants

- Process zoning permits and review construction plans to ensure development proposals comply with applicable zoning/subdivision, land use and environmental regulations
- Coordinate recommendations and requirements from other agencies with oversight/input into the development review process
- Provide building permit, plan checking and building inspection services

Services to Advisory Committees and Agencies (Other County/State Departments, Municipal Advisory Councils, Homeowners Associations, Special Districts)

- Distribute referrals and co-ordinate responses on project compliance with applicable agency regulations and permit requirements
- Coordinate input, recommendations and requirements from stakeholders in the development review process

Services to Decision Makers (Board of Supervisors, Planning Commission, Zoning Hearing Officer, Design Review Committees)

- Prepare reports, environmental studies and recommendations regarding project compliance with applicable zoning/subdivision, land use and environmental regulations
- Organize and advertise public documents and hearings on proposed development in the unincorporated area
- Develop policies and procedures that implement, interpret and clarify existing land use and environmental regulations

Services to Department, Employees and Community Advisory Bodies

- Provide administration and internal support services
 - o Policy development, strategic direction, leadership
 - o Reception
 - o Fiscal/Payroll Services
 - o Contract Administration
 - o Budget monitoring, development and reporting
 - o Network system administration
 - o Graphics and website administration services
 - o Geographic Information System mapping and maintenance
 - o Word processing services
 - o Secretarial support, including to the Planning Commission, Zoning Hearing Officer, and Design Review Committees

Major Accomplishments

- Completed environmental impact reports and planning permit processing for the following complex major land use development projects in unincorporated areas of the County: Big Wave Wellness Center, Clos de la Tech Winery, and St. Francis Community Center.
- Accomplished the adoption and revision of the updated County Building Code Regulations, including amendments to comply with the 2010 California Building Code Regulations.
- Continued to improve customer service in scheduling building inspections by enhancing the interactive voice response system with the addition of inspection history on the request forms for the field inspectors.
- Completed the research and evaluation process for upgrading the automated permit processing and tracking system to replace the outdated system.
- Completed all the planning mapping layers for the County's enterprise geographic information system (GIS) providing essential resource information for Planning staff.
- Submitted the General Plan Housing Element Update for State certification.
- Released the Draft North Fair Oaks Community Plan and Environmental Impact Report for public review.
- Resubmitted a new version of the Midcoast Local Coastal Program Update to the Coastal Commission.

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Mandated Services	\$1,237,442	\$992,582
Non-Mandated Services	\$412,480	\$330,860
Total Net County Cost	\$1,649,922	\$1,323,442

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$1,032,354	\$154,000
% of G/F Net Appropriations	12.5%	2%

Planning and Building

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
Administration and Support Services	\$2,416,070	\$224,131	4-8
Building Inspection	\$3,343,644	\$174,961	4-9
Current Planning	\$1,036,942	\$137,330	4-10
Long Range Planning Services	\$1,235,220	\$787,020	4-11
Total	\$8,031,876	\$1,323,442	
Long Range Planning Services	\$102,688	\$102,688	4-12
Building Inspection	\$222,884	\$222,884	4-12
Total	\$325,572	\$325,572	

PROGRAM SUMMARY

Department: Planning and Building Department

Division: Administration and Support Services

Program: Administration and Support

Program Outcome Statement

Provide leadership and improve internal operations

Description of Services

The Administration and Support section offers direction and guidance to Development Review and Long Range Planning. The section provides fiscal oversight, payroll, budget, network administration, word processing, graphics, reception and administrative support. Administration and Support serves the Department, Planning Commission, Zoning Hearing Officer and Design Review Committees.

Outcome Measures

Percent of staff recommended actions approved by the Planning Commission

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
93%	90%	90%

Percent availability of computer network during scheduled hours

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Description of Results

Effective Administration and Support enables the Department to provide information and recommendations to the Planning Commission to make informed decisions regarding land use and development. The support component of the Program maintains a reliable computer network to ensure that staff are able to perform their work and provide residents with greater access to information and services. In FY 2011-12, more information will be available to the public and staff by expanding the department website with mapping layers added to the Geographic Information System.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,730,294	Total Sources	\$2,416,070
General Fund Allocation	\$279,422	General Fund Allocation	\$224,131
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$3,450,872	Fund Balance	\$2,191,939
Total Requirements	\$3,730,294	Total Requirements	\$2,416,070
Gross Appropriations	\$4,790,235	Gross Appropriations	\$4,840,120
Intrafund Transfers	\$(2,092,295)	Intrafund Transfers	\$(2,578,050)
Reserves	\$1,032,354	Reserves	\$154,000
Number of Positions	15.0	Number of Positions	15.0
Number of FTEs	15.0	Number of FTEs	15.0

PROGRAM SUMMARY

Department: Planning and Building Department

Division: Development Review Services

Program: Building Inspection

Program Outcome Statement

Protect public health and safety by enforcing building codes

Description of Services

The Building Inspection section issues building permits after reviewing applications and construction drawings, inspects and monitors construction activity, and enforces the building code. Building Inspection also informs and assists the public and other County departments on permit procedures and regulations and updates the County's building codes.

Outcome Measures

Number of building permits finalized

FY 2009-10 Actual

1,631

FY 2010-11 Estimate

1,850

FY 2011-12 Target

1,900

Percent of major type building permits issued within 365 days

FY 2009-10 Actual

79%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Description of Results

Building Inspection protects life and property by ensuring that permitted construction within the unincorporated area of San Mateo County meets current building code standards. In FY 2011-12 the number of building permits finalized is expected to reach 1,900, up from 1,850 expected permits in FY 2010-11. This indicates a positive trend in permitted projects being completed in compliance with prevailing regulations. The percentage of major-type building permits being issued within 365 days will continue to meet its 90% target in FY 2011-12, and will result in timely service to applicants and efficient processing of significant applications.

Two vacancies will be eliminated from this section. This will not result in any changes in service from FY 2010-11 service levels.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,991,222	Total Sources	\$3,343,644
General Fund Allocation	\$218,122	General Fund Allocation	\$174,961
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,773,100	Other Revenue	\$3,168,683
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$2,991,222	Total Requirements	\$3,343,644
Gross Appropriations	\$3,306,831	Gross Appropriations	\$3,343,644
Intrafund Transfers	\$(315,609)	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	17.0	Number of Positions	15.0
Number of FTEs	17.0	Number of FTEs	15.0

PROGRAM SUMMARY

Department: Planning and Building Department

Division: Development Review Services

Program: Current Planning

Program Outcome Statement

Enhance environmental protection through sustainable land use/development

Description of Services

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 at the Design Review Committee, Zoning Hearing Officer, Planning Commission and Board of Supervisors hearings.

Outcome Measures

Percent of planning permits requiring a public hearing processed within four months

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
70%	87.5%	90%

Percent of customer survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
93%	90%	90%

Description of Results

Current Planning protects the environment and the community by (1) educating the public about land use best practices and environmental regulations; (2) providing a forum for resolving land use conflicts; (3) improving the quality of new development to protect neighborhood character and enhance property values; and (4) encouraging efficient land use/development to preserve natural resources and natural habitats.

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 2011-12, it is expected that 90% of the permits requiring public hearings will be processed within four months of their completion date. 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%.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget																																																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td>Total Sources</td> <td style="text-align: right;">\$1,307,652</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$171,208</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$1,136,444</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$1,307,652</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$2,752,754</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$(1,445,102)</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">13.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">13.0</td> </tr> </table>	Total Sources	\$1,307,652	General Fund Allocation	\$171,208	State Revenue	\$0	Federal Revenue	\$0	Other Revenue	\$1,136,444	Fund Balance	\$0	Total Requirements	\$1,307,652	Gross Appropriations	\$2,752,754	Intrafund Transfers	\$(1,445,102)	Reserves	\$0	Number of Positions	13.0	Number of FTEs	13.0		<table style="width: 100%; border-collapse: collapse;"> <tr> <td>Total Sources</td> <td style="text-align: right;">\$1,036,941</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$137,330</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$899,611</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$1,036,941</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$2,638,995</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$(1,602,054)</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">13.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">13.0</td> </tr> </table>	Total Sources	\$1,036,941	General Fund Allocation	\$137,330	State Revenue	\$0	Federal Revenue	\$0	Other Revenue	\$899,611	Fund Balance	\$0	Total Requirements	\$1,036,941	Gross Appropriations	\$2,638,995	Intrafund Transfers	\$(1,602,054)	Reserves	\$0	Number of Positions	13.0	Number of FTEs	13.0
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Total Requirements	\$1,036,941																																																	
Gross Appropriations	\$2,638,995																																																	
Intrafund Transfers	\$(1,602,054)																																																	
Reserves	\$0																																																	
Number of Positions	13.0																																																	
Number of FTEs	13.0																																																	

PROGRAM SUMMARY

Department: Planning and Building Department

Division: Long Range Planning Services

Program: Long Range Planning

Program Outcome Statement

Promote and protect sustainable development by establishing plans and procedures

Description of Services

The Long Range Planning Section updates and implements the County's General Plan and associated development regulations. The Section 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.

Outcome Measures

Percent of projects proceeding in accordance with established time frame, budget, and priorities

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
50%	70%	80%

Percent of customer survey respondents and project participants/stakeholders rating services good

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
90%	90%	90%

Description of Results

In FY 2011-12, Long Range Planning will complete at least 80% of its priority projects on time and within budget, including the North Fair Oaks Community Plan Update, release of a public review draft of the General Plan Energy Element Update and Climate Action plan, the San Francisco Airport Comprehensive Land Use Plan update, and initiation of a similar update for the Half Moon Bay Airport. Implementation of the 2009 Housing Element and participation in interagency efforts to create a Sustainable Community Strategy are also priorities for FY 2011-12. In carrying out these functions, the Section will achieve a participant/stakeholder satisfaction level of good or better at 90%.

One Code Compliance Officer vacancy will be eliminated from this section. This will not result in any changes in service from FY 2010-11 service levels.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,262,370	Total Sources	\$1,248,220
General Fund Allocation	\$981,170	General Fund Allocation	\$787,020
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$50,000	Federal Revenue	\$275,000
Other Revenue	\$231,200	Other Revenue	\$186,200
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,262,370	Total Requirements	\$1,248,220
Gross Appropriations	\$1,811,177	Gross Appropriations	\$1,878,385
Intrafund Transfers	\$(548,807)	Intrafund Transfers	\$(630,165)
Reserves	\$0	Reserves	\$0
Number of Positions	7.0	Number of Positions	6.0
Number of FTEs	7.0	Number of FTEs	6.0

UNFUNDED PROGRAM SUMMARY

Department: Planning and Building Department

Division: Development Review Services

Reduction: Eliminate Vacancies in Field and Office Building Inspection Services

Description of Impacts from Budget Reduction

One of the six Building Inspector III positions and has been vacant since July 2010. Elimination of this position will reduce the department's ability to quickly meet future increases in demand for services. This could result in increased wait time for requested inspections, reduced public assistance with permits or interpretation of the building codes and increased review times for plan checking. Elimination of this position with will not result in any changes in service from FY 2010-11.

One of the four Building Technician II positions has been vacant since July 2009. Elimination of this position will reduce the department's ability to quickly meet future increases in demand for services. This could result in longer wait times, longer timeframes for permit administration and public notification, and delayed response to public requests. Elimination of this position with will not result in any changes in service from FY 2010-11.

FY 2011-12 Unfunded Budget

Total Sources	\$222,884	Total Requirements	\$222,884
General Fund Allocation	\$222,884	Gross Appropriations	\$222,884
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

UNFUNDED PROGRAM SUMMARY

Department: Planning and Building Department

Division: Long Range Planning Services

Reduction: Code Enforcement Reduction

Description of Impacts from Budget Reduction

One of the two Code Compliance Officer II positions has been vacant for several years, and deleting the position will not result in changes to service from FY 2010-11 levels. Existing staff, consisting of an officer and a supervisor, has been able to manage the caseload of new complaints. Staff has also been able to reduce the backlog of complaints by 33% with part-time assistance from a building permit technician. This level of staffing will limit the ability of the code compliance section to respond in the future to significant increases of reports of violations in a timely manner, or to improve upon existing service levels.

FY 2011-12 Unfunded Budget

Total Sources	\$102,688	Total Requirements	\$102,688
General Fund Allocation	\$102,688	Gross Appropriations	\$102,688
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

Local Agency Formation Commission (3570D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	189,019	159,278	165,638	165,638	
Charges for Services	13,635	29,573	25,000	25,000	
Total Revenue	202,654	188,851	190,638	190,638	
Fund Balance	91,609	139,037	108,808	108,808	
TOTAL SOURCES	294,263	327,888	299,446	299,446	
REQUIREMENTS					
Salaries and Benefits	200,721	202,272	219,867	220,146	279
Services and Supplies	31,410	62,354	71,132	71,132	
Other Charges	31,857	29,403	57,065	52,831	(4,234)
Gross Appropriations	263,988	294,029	348,064	344,109	(3,955)
Intrafund Transfers	(96,222)	(74,979)	(82,819)	(77,004)	5,815
Net Appropriations	167,766	219,050	265,245	267,105	1,860
Contingencies/Dept Reserves	126,497	108,838	34,201	32,341	(1,860)
TOTAL REQUIREMENTS	294,263	327,888	299,446	299,446	
AUTHORIZED POSITIONS					
Salary Resolution	1.0	1.0	1.0	1.0	
Funded FTE	1.0	1.0	1.0	1.0	

PROGRAM SUMMARY

Department: Local Agency Formation Commission

Division: LAFCo

Program: Local Agency Formation Commission

Program Outcome Statement

Ensure city and special district organization and boundary changes comply with laws

Description of Services

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 full participation by the residents, voters and public agencies.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

Description of Results

LAFCo has responsibility in the following areas affecting local government in the county:

1. To discourage urban sprawl and encourage the orderly growth and development of local government agencies
2. To prevent premature conversion of agricultural and open space lands
3. To review and approve or disapprove proposals for changes in the boundaries and organization of the 20 cities, 24 independent special districts and approximately 44 county - governed special districts plus incorporations of cities and formations of special districts
4. To establish and periodically update spheres of influence - future boundary, organization and service plans - for the county's cities and special districts
5. To perform and assist in studies of local government agencies to improve efficiency and reduce the cost of providing urban services

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$299,446	Total Sources	\$299,446
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$190,638	Other Revenue	\$190,638
Fund Balance	\$108,808	Fund Balance	\$108,808
Total Requirements	\$299,446	Total Requirements	\$299,446
Gross Appropriations	\$348,064	Gross Appropriations	\$344,109
Intrafund Transfers	\$(82,819)	Intrafund Transfers	\$(77,004)
Reserves	\$34,201	Reserves	\$32,341
Number of Positions	1.0	Number of Positions	1.0
Number of FTEs	1.0	Number of FTEs	1.0

County Library (3700D)
County Library Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	17,918,752	18,802,988	17,294,081	17,162,530	(131,551)
Use of Money and Property	(243,475)	102,831	84,800	84,800	
Intergovernmental Revenues	545,943	453,344	445,776	429,469	(16,307)
Charges for Services	748,608	692,722	612,000	556,000	(56,000)
Interfund Revenue	150,158	157,388	160,000	157,388	(2,612)
Miscellaneous Revenue	719,187	792,271	1,180,032	596,232	(583,800)
Total Revenue	19,839,173	21,001,544	19,776,689	18,986,419	(790,270)
Fund Balance	9,950,614	11,490,382	11,641,652	12,935,467	1,293,815
TOTAL SOURCES	29,789,788	32,491,926	31,418,341	31,921,886	503,545
REQUIREMENTS					
Salaries and Benefits	11,350,475	11,909,355	12,913,036	12,774,063	(138,973)
Services and Supplies	12,936,166	14,398,639	16,287,235	14,131,481	(2,155,754)
Other Charges	1,256,786	1,378,565	1,413,786	1,423,754	9,968
Fixed Assets	16,540	1,058,388	212,000	466,000	254,000
Gross Appropriations	25,559,967	28,744,947	30,826,057	28,795,298	(2,030,759)
Intrafund Transfers	(7,260,561)	(7,894,673)	(9,618,063)	(8,730,834)	887,229
Net Appropriations	18,299,406	20,850,274	21,207,994	20,064,464	(1,143,530)
Contingencies/Dept Reserves	7,193,282	7,403,077	3,656,026	3,666,418	10,392
Non-General Fund Reserves	4,297,100	4,238,575	6,554,321	8,191,004	1,636,683
TOTAL REQUIREMENTS	29,789,788	32,491,926	31,418,341	31,921,886	503,545
AUTHORIZED POSITIONS					
Salary Resolution	130.0	130.0	130.0	126.0	(4.0)
Funded FTE	112.5	113.0	114.2	110.9	(3.3)

DEPARTMENT OVERVIEW

San Mateo County Library

Department Mission Statement

The San Mateo County Library provides innovative, dynamic services that connect our diverse community with opportunities for individual growth and enrichment. The San Mateo County Library is a Joint Powers Authority (JPA) and comprised of the cities of Atherton, Belmont, Brisbane, East Palo Alto, Foster City, Half Moon Bay, Millbrae, Pacifica, Portola Valley, San Carlos, Woodside, and the unincorporated areas of the county.

Who We Serve / What We Do

Services provided to the general public

- Welcoming spaces (12 libraries and an ebranch) that promote a sense of community pride and facilitate customer-centered services designed to accommodate over 2.4 million annual visits
- A comprehensive range of multilingual collections in a variety of formats that reflect the interests and needs of our customer base
- Educational and recreational programs and events to children, teens and adults that enrich, educate, and entertain
- Over 350 public computers enabling users to access the Internet and other resources including a full range of online databases
- A full range of reading readiness services to children designed to support success in school
- Workshops and resources for job-hunting and career planning
- Literacy support including tutoring for basic literacy and reading improvement
- Provide outreach and delivery of materials to people in remote communities without easy library access, and those unable to visit their local library
- Students access to an online classroom seven days a week to obtain homework help from an expert tutor in all core subjects
- Spaces that serve as gathering places where our diverse communities connect and share

Major Accomplishments

- Met the diverse informational needs of the system's users by offering over 900,000 items in multiple languages and a variety of formats with an increasing emphasis on electronic materials including eBooks and eAudiobooks compatible with popular eReaders and mobile devices
- Expanded the Library's online presence and access to electronic content by successfully launching the Chinese and Spanish websites
- Deployed replacement bookmobile which offers comparable services as those in branches
- Supported the public's desire for community gathering experiences by offering an estimated 5,200 programs and activities to 155,000 children, teens and adults

Net County Cost Breakdown

The Department's FY 2011-12 Recommended Budget is not funded by the County General Fund and has no Net County Cost.

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
Non-General Fund Reserves	10,210,347	11,857,422
% of Non-G/F Net Appropriations	48%	59%

County Library

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
County Library	\$31,921,886	\$0	4-18
Total	\$31,921,886	\$0	
<hr style="border: 2px solid black;"/>			
Eliminate County Library Vacant Positions to Address Structural Deficit	\$321,309	\$0	4-19
Total	\$321,309	\$0	

PROGRAM SUMMARY

Department: County Library

Division: County Library

Program: County Library

Program Outcome Statement

Improve community access to library services and resources

Description of Services

The San Mateo County Library (SMCL) is a Joint Powers Authority governed by a Board consisting of representatives from each member entity. There are 286,569 residents within the boundaries of the SMCL legal taxing district which covers 351 square miles. The SMCL includes 12 branches, a bookmobile, and an eBranch, which provide 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, educational and recreational programs are regularly offered to children, teens and adults.

Outcome Measures

Number of circulated materials

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
4,160,245	4,000,000	4,100,000

Number of library visits

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
2,334,661	2,410,000	2,500,000

Description of Results

The San Mateo County Library will circulate more than 4.1 million items in FY 2011-12. The number of library visits is projected to be more than 2.4 million. Users will be able to take advantage of current, popular materials in a wide range of formats, access more than 350 public computers, and participate in over 5,000 programs and events. Registered card holders as a percent of the population is expected to reach 70%.

In FY 2011-12 an emphasis will be placed on implementing time-saving technologies for both users and staff such as the use of Radio Frequency Identification to enhance automated check-out. Promoting the eBranch as a way to obtain easy access to library services and resources will continue. Efforts will also focus on increasing the use of the bookmobile to reach users with limited access to branch facilities. Finally, the organization will strive to maintain a strong model of customer service, where customers get what they want, when and where they want it.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$31,418,341	Total Sources	\$31,921,886
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$417,840	State Revenue	\$429,069
Federal Revenue	\$27,536	Federal Revenue	\$0
Other Revenue	\$19,331,313	Other Revenue	\$18,557,350
Fund Balance	\$11,641,652	Fund Balance	\$12,935,467
Total Requirements	\$31,418,341	Total Requirements	\$31,921,886
Gross Appropriations	\$30,826,057	Gross Appropriations	\$28,795,298
Intrafund Transfers	\$(9,618,063)	Intrafund Transfers	\$(8,730,834)
Reserves	\$10,210,347	Reserves	\$11,857,422
Number of Positions	130.0	Number of Positions	126.0
Number of FTEs	114.0	Number of FTEs	111.0

UNFUNDED PROGRAM SUMMARY

Department: County Library

Division: County Library

Reduction: Eliminate County Library Vacant Positions to Address Structural Deficit

Description of Impacts from Budget Reduction

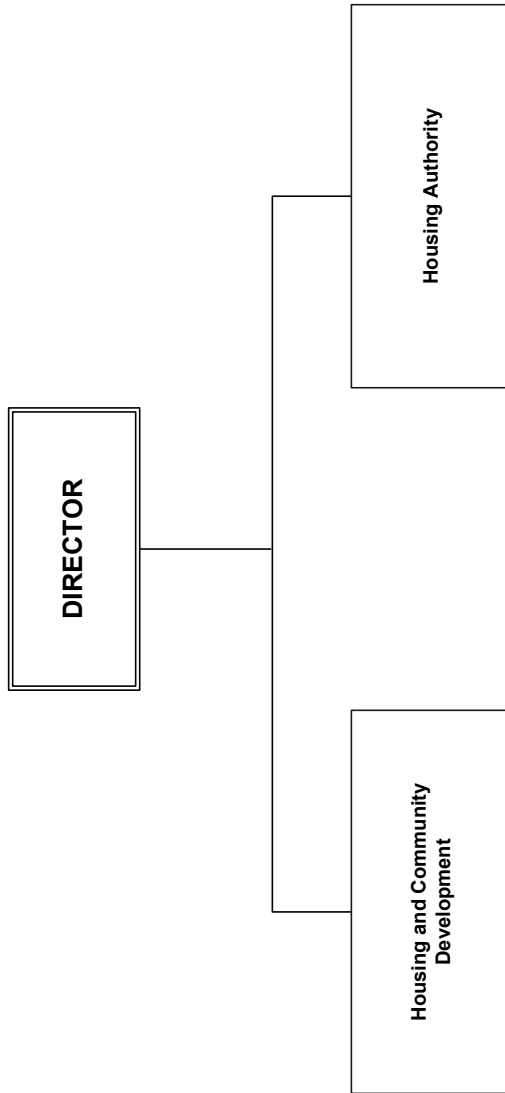
Through direction provided by the Library JPA Governing Board, the following position eliminations are included in the budget: one full-time Accountant, one part-time Library Technician, one part-time Librarian and one full-time Librarian. The elimination of these four vacancies supports the Library's strategy to close a structural deficit, achieve ongoing savings and focus on the long-term fiscal health of the Library. Reductions total \$321,309. The total position count decreases from 130 to 126. The responsibilities of these positions have been absorbed by existing staff and are anticipated to have minimal impact.

FY 2011-12 Unfunded Budget

Total Sources	\$321,309		Total Requirements	\$321,309
General Fund Allocation	\$0		Gross Appropriations	\$321,309
State Revenue	\$0		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	4.0
Other Revenue	\$321,309		Funded FTE	3.3

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DEPARTMENT OF HOUSING



Department of Housing (7900D)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	1,482,262	1,472,650	1,475,883	1,279,508	(196,375)
Intergovernmental Revenues	70,969,069	68,051,308	73,975,423	80,102,923	6,127,500
Charges for Services	13				
Interfund Revenue		87,650		1,867,637	1,867,637
Miscellaneous Revenue	1,633,155	1,558,211	1,947,487	1,060,820	(886,667)
Other Financing Sources	135,854				
Total Revenue	74,220,353	71,169,819	77,398,793	84,310,888	6,912,095
Fund Balance	1,894,038		9,045		(9,045)
TOTAL SOURCES	76,114,391	71,169,819	77,407,838	84,310,888	6,903,050
REQUIREMENTS					
Salaries and Benefits	6,395,545	6,499,619	6,556,109	6,761,185	205,076
Services and Supplies	2,944,616	2,645,314	3,033,582	2,785,819	(247,763)
Other Charges	66,556,979	61,764,764	66,962,109	74,626,980	7,664,871
Fixed Assets	209,206	259,122	1,110,089	200,000	(910,089)
Gross Appropriations	76,106,346	71,168,819	77,661,889	84,373,984	6,712,095
Intrafund Transfers			(200,000)		200,000
Net Appropriations	76,106,346	71,168,819	77,461,889	84,373,984	6,912,095
Contingencies/Dept Reserves	8,045	1,000	45,949	36,904	(9,045)
TOTAL REQUIREMENTS	76,114,391	71,169,819	77,507,838	84,410,888	6,903,050
NET COUNTY COST			100,000	100,000	
AUTHORIZED POSITIONS					
Salary Resolution	65.0	60.0	60.0	60.0	
Funded FTE	64.9	59.9	59.7	59.6	

DEPARTMENT OVERVIEW

Department of Housing

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 housing permanently exists for people of all income levels and generations in San Mateo County.

Who We Serve / What We Do

Provides technical assistance and financial assistance (primarily Federal) to public, private and non-profit sector partners to create and preserve housing opportunities for households who live or work in San Mateo County and cannot compete effectively for market rate housing

- Loans to non-profit partners to develop affordable housing and supportive housing
- Loans to homeowners for major home rehabilitation and for down-payment assistance
- Loans and grants to non-profits and cities for construction or rehabilitation of public facilities
- Grants to non-profits to provide food, shelter safety-net services, and home repair services
- Technical assistance to support countywide housing collaborative pursuing strategic initiatives:
 - HOPE: Consulting to secure inclusion of Mental Health Service Act funded apartments in new affordable housing developments
 - HEART: Back-office staffing for loan programs
 - 21 Elements and Housing Sub-region
 - Grand Boulevard Initiative: Joint working group with County Planning Department

Provides rental assistance to low-income families, the elderly, and people with disabilities to rent decent, safe, and sanitary housing

- Serves over 4,600 low, very low, and extremely low income households through eight separate programs that direct housing assistance payments to approximately 2,000 property landlords
 - Housing Choice Voucher – Rental subsidies provided to 3,339 households enable eligible families to rent private market units of their choice that meet the program requirements
 - Place-Based Vouchers – 514 Housing Choice Vouchers allocated to non-profit housing operators to subsidize specific, fixed units for eligible households
 - Self-Sufficiency – Program provides time-limited housing assistance to 240 Temporary Assistance for Needy Families recipients or low-income families who are eligible to receive other county services. Case management and participation in self-sufficiency activities are mandatory.
 - Housing Readiness – Program provides time-limited housing assistance to 80 homeless individuals or families that also have continued access to various supportive services with Housing Authority partners
 - Shelter Plus Care / Supportive Housing – Provides rental assistance in combination with supportive services, to 194 homeless people with disabilities.
 - Family Unification – Provides rental subsidies to 40 families whose lack of adequate housing is the primary cause of the separation, or imminent separation, of a child or children, from their family
 - Veteran Affairs Supportive Housing – Combines rental assistance for 25 homeless veterans with case management and clinical services provided by the Department of Veterans Affairs
 - HACSM-owned properties – A total of 240 units located at El Camino Village, Half Moon Village and Midway Village

Major Accomplishments

- Became the first Section 8 Program in the nation to implement a simplified rent-reform design (MTW initiative)
- Entered into an agreement with Mid-Pen Housing to redevelop Half Moon Village, replacing 60 units with 160 as part of an affordable senior campus of 266 homes plus senior center and adult day care.
- Expanded homeless program related voucher commitments: Housing Readiness Program by 20 vouchers, the Shelter Plus Care Program by 3 vouchers, and an additional 25 vouchers for homeless veterans (jointly administered with the VA)
- Maintained full utilization of rental assistance vouchers
- Received HUD approval to convert Midway Village from Public Housing to Project-Based Section 8 Program (149 net additional vouchers), allowing all Midway Village residents the choice to stay or move to open-market housing.
- Contributed funding to development of 422 net 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

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Non-Mandated Services	\$100,000	\$100,000
Total Net County Cost	\$100,000	\$100,000

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$45,949	\$36,904
% of G/F Net Appropriations	0.55%	0.43%

Department of Housing

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
Housing and Community Development*	\$8,706,902	\$100,000	4-27
Housing Authority	\$69,839,835	\$0	4-28
Total	\$78,546,737	\$100,000	

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Housing and Community Development	\$100,000			\$100,000
Total	\$100,000			\$100,000

PROGRAM SUMMARY

Department: Department of Housing

Division: Housing and Community Development

Program: Housing and Community Development

Program Outcome Statement

Create housing opportunities for low-income residents

Description of Services

The Department of Housing provides the following services:

- Loans to non-profit organizations to develop affordable housing and supportive housing
- Loans to homeowners for home rehabilitation and homebuyers for down-payment assistance
- Grants to non-profit organizations to provide home repair services
- Loans and grants to non-profits and cities for construction or rehabilitation of public facilities
- Grants to non-profits to provide food and shelter safety-net services
- Technical assistance to support countywide housing collaborative in pursuing strategic initiatives

Outcome Measures

Number of county-funded housing units developed and occupied

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
119	200	220

Number of households benefiting directly from county-administered loans and grants

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
226	200	220

Description of Results

Over 5,000 households benefit from housing and other services administered by Housing and Community Development. Some benefit from current funding or services while others benefit from assets (loans, use restrictions, properties) under long-term stewardship. Results for FY 2011-12 will include:

- 200 new affordable/supportive housing units built
- 50 families buy homes
- 300 households get critical home repairs
- \$6 million in loans and grants are made available to the community
- Portfolio of 400 loans in a \$50 million revolving fund
- HOPE, HEART, 21 Elements, Grand Boulevard and Housing Leadership Council receive critical technical assistance and administrative support

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$8,330,067	Total Sources	\$8,727,902
General Fund Allocation	\$100,000	General Fund Allocation	\$100,000
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$5,630,783	Federal Revenue	\$5,096,146
Other Revenue	\$2,590,239	Other Revenue	\$3,531,756
Fund Balance	\$9,045	Fund Balance	\$0
Total Requirements	\$8,330,067	Total Requirements	\$8,727,902
Gross Appropriations	\$8,484,118	Gross Appropriations	\$8,690,998
Intrafund Transfers	\$(200,000)	Intrafund Transfers	\$0
Reserves	\$45,949	Reserves	\$36,904
Number of Positions	14.0	Number of Positions	14.0
Number of FTEs	14.0	Number of FTEs	14.0

PROGRAM SUMMARY

Department: Department of Housing

Division: Housing Authority

Program: Housing Authority

Program Outcome Statement

Subsidizes rents for eligible low-income households

Description of Services

The Housing Authority provides the following services:

- Administers housing subsidy programs that provide rental assistance to low-income families, the elderly and people with disabilities to be able to rent decent, safe, and sanitary housing
- Operates three affordable rental housing complexes comprising 60 senior units in Half Moon Bay, 30 family units in Colma and 150 family units in Daly City
- Enriches rental assistance programs with self-sufficiency training for program participants

Outcome Measures

Number of households served by rental assistance

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
4,371	4,400	4,600

Percent of total rental assistance capacity being utilized

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
97%	97%	98%

Description of Results

In FY 2011-12 the Housing Authority will:

- Serve over 4,600 low, very-low, and extremely low income households, predominantly through housing assistance payments to approximately 2000 property landlords
- Implement the Housing Readiness Program for homeless households, providing a total of 80 vouchers
- Convert Midway Village from "Public Housing" to "Project-Based Section 8" units, increasing resident housing choice and increasing Housing Authority revenue

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$69,177,771	Total Sources	\$75,682,986
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$67,518,884	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$74,165,083
Other Revenue	\$165,887	Other Revenue	\$1,517,903
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$69,177,771	Total Requirements	\$75,682,986
Gross Appropriations	\$69,177,771	Gross Appropriations	\$75,682,986
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	46.0	Number of Positions	46.0
Number of FTEs	46.0	Number of FTEs	46.0



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 2011-12 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.



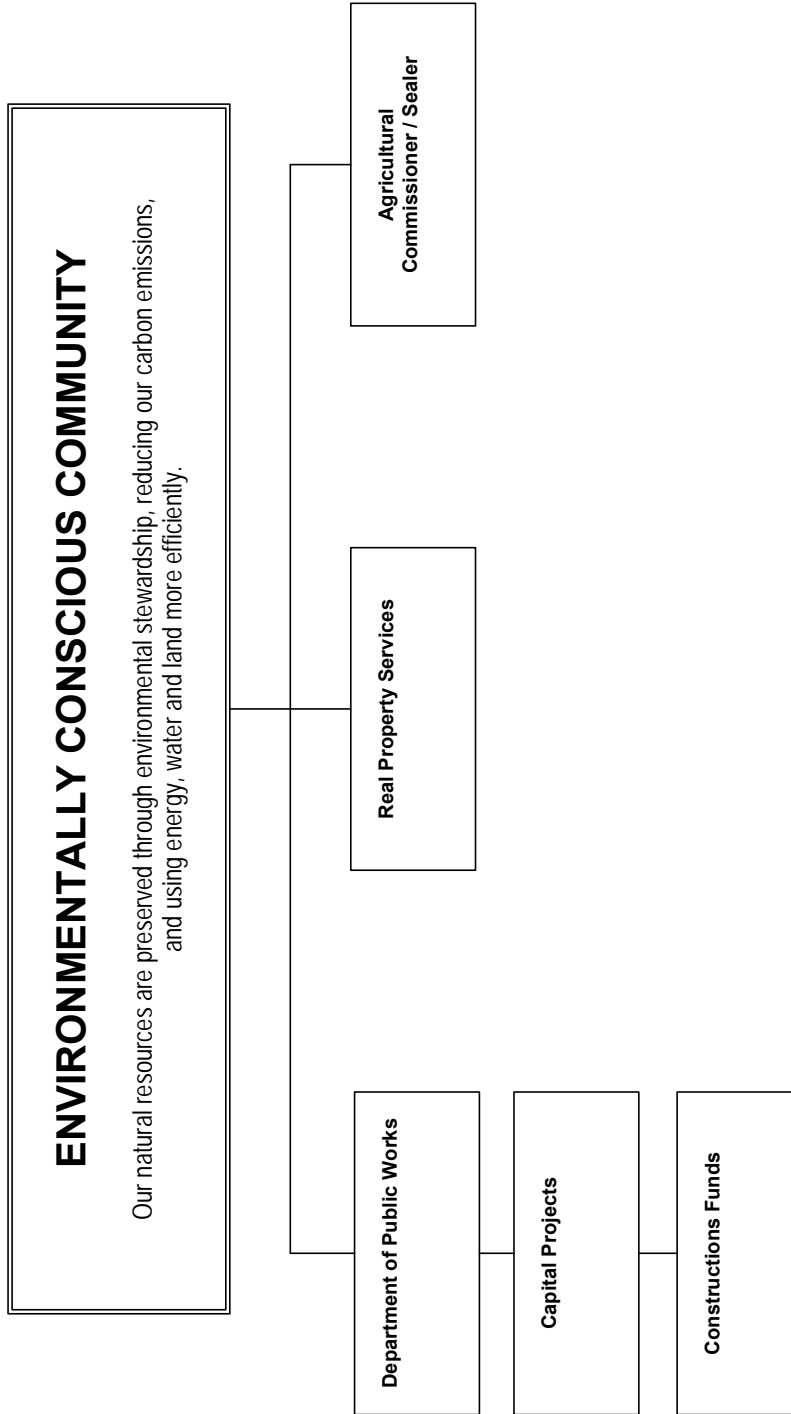
Environmentally Conscious Community

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



Collaborative Community

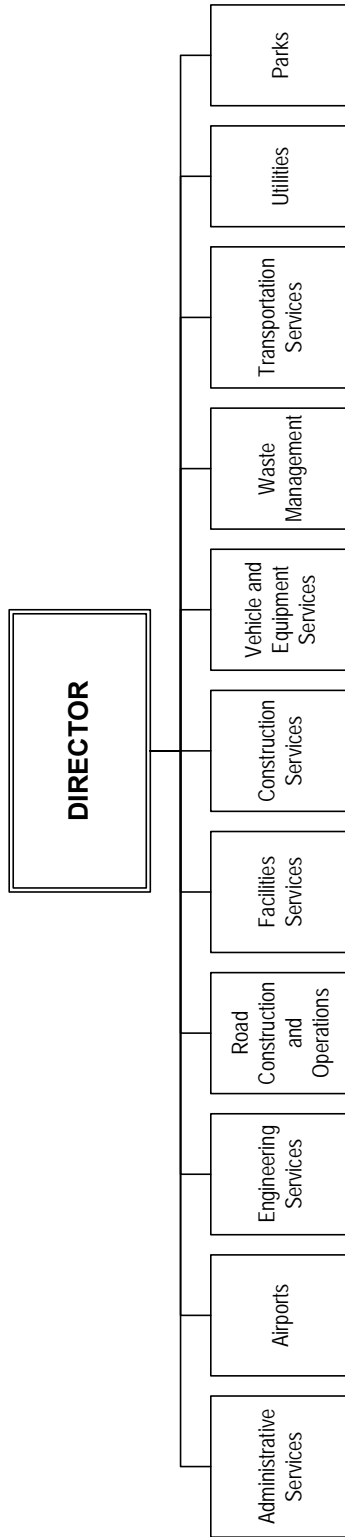
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Environmentally Conscious Community FY 2011-12 All Funds Summary

Total Requirements	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
General Fund Budgets					
Parks Division	8,589,546	8,680,316	8,825,692	8,343,871	(481,821)
Administrative Services	5,082,142	5,475,577	6,786,840	7,494,282	707,442
Engineering Services	3,726,822	3,419,530	4,956,938	4,991,859	34,921
Facilities Services	7,708,013	10,257,219	10,309,517	9,656,435	(653,082)
Vehicle and Equipment Services	198,337	203,769	230,385	230,385	
Utilities	1,816,077	1,919,829	2,719,342	2,908,439	189,097
Real Property Services	3,047,685	3,197,440	3,453,043	3,548,207	95,164
Agricultural Commissioner/Sealer	4,246,310	4,524,870	4,916,489	4,608,862	(307,627)
Total General Fund	34,414,932	37,678,549	42,198,246	41,782,340	(415,906)
Non-General Fund Budgets					
Road Construction and Operations	38,801,169	44,924,731	50,973,035	43,062,451	(7,910,584)
Construction Services	4,252,081	2,754,836	2,863,303	2,561,494	(301,809)
Vehicle and Equipment Services	11,876,505	11,288,468	11,642,821	11,775,437	132,616
Waste Management	11,590,078	10,478,163	9,835,133	8,261,434	(1,573,699)
Transportation Services	3,098,791	3,301,446	3,494,745	2,220,541	(1,274,204)
Utilities	51,181,703	55,233,554	57,901,082	55,392,754	(2,508,328)
Airports	5,551,212	8,077,917	5,165,022	5,485,761	320,739
Fish and Game	77,618	74,178	76,678	78,378	1,700
Off-Highway Vehicle License Fees	192,664	110,227	80,227		(80,227)
Parks Acquisition and Development	5,862,799	6,332,061	5,640,676	5,040,639	(600,037)
Coyote Point Marina	1,914,298	1,807,915	2,284,975	3,069,425	784,450
Capital Projects	9,237,071	12,636,593	28,646,548	24,727,050	(3,919,498)
Accumulated Capital Outlay Fund	5,693	5,748	5,948	5,871	(77)
Courthouse Construction Fund	5,039,269	4,915,684	4,697,606	2,024,114	(2,673,492)
Criminal Justice Construction Fund	2,113,242	2,285,508	2,249,962	2,559,997	310,035
Total Non-General Fund	150,794,193	164,227,029	185,557,761	166,265,346	(19,292,415)
Total Requirements	185,209,125	201,905,578	227,756,007	208,047,686	(19,708,321)
Total Sources	178,272,795	193,956,145	219,632,432	200,798,756	(18,833,676)
Net County Cost	6,936,330	7,949,433	8,123,575	7,248,930	(874,645)
AUTHORIZED POSITIONS					
Salary Resolution	434.0	410.0	392.0	386.0	(6.0)
Funded FTE	431.0	408.5	389.5	384.3	(5.2)

DEPARTMENT OF PUBLIC WORKS



Department of Public Works (4500D)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	7,298,694	7,325,971	6,353,707	6,327,579	(26,128)
Licenses, Permits and Franchises	5,269,501	4,818,609	673,171	3,025,124	2,351,953
Fines, Forfeitures and Penalties	12,133	7,755	9,000	9,000	
Use of Money and Property	1,304,419	3,942,444	3,627,860	3,871,500	243,640
Intergovernmental Revenues	29,058,268	31,496,800	26,543,338	21,326,520	(5,216,818)
Charges for Services	13,638,252	14,759,746	18,078,391	15,493,576	(2,584,815)
Interfund Revenue	28,579,246	26,517,822	32,749,206	32,529,077	(220,129)
Miscellaneous Revenue	6,007,328	2,956,113	2,144,777	988,456	(1,156,321)
Other Financing Sources	2,471,759	3,286,465	3,543,604	1,893,172	(1,650,432)
Total Revenue	93,639,599	95,111,725	93,723,054	85,464,004	(8,259,050)
Fund Balance	61,863,379	72,280,468	83,336,933	79,074,292	(4,262,641)
TOTAL SOURCES	155,502,978	167,392,193	177,059,987	164,538,296	(12,521,691)
REQUIREMENTS					
Salaries and Benefits	40,107,399	39,515,092	44,921,368	44,616,734	(304,634)
Services and Supplies	48,110,691	44,157,042	64,019,656	61,929,796	(2,089,860)
Other Charges	13,782,971	13,670,836	13,223,377	11,321,280	(1,902,097)
Fixed Assets	6,348,990	6,033,095	20,524,537	17,160,820	(3,363,717)
Other Financing Uses	17,206,882	19,107,993	19,906,881	19,592,495	(314,386)
Gross Appropriations	125,556,933	122,484,058	162,595,819	154,621,125	(7,974,694)
Intrafund Transfers	(33,668,127)	(31,425,758)	(33,962,006)	(30,974,255)	2,987,751
Net Appropriations	91,888,805	91,058,300	128,633,813	123,646,870	(4,986,943)
Contingencies/Dept Reserves	50,868,546	68,235,133	42,245,443	35,300,238	(6,945,205)
Non-General Fund Reserves	18,762,504	15,046,303	12,907,155	11,626,477	(1,280,678)
TOTAL REQUIREMENTS	161,519,855	174,339,736	183,786,411	170,573,585	(13,212,826)
NET COUNTY COST	6,016,877	6,947,543	6,726,424	6,035,289	(691,135)
AUTHORIZED POSITIONS					
Salary Resolution	398.0	374.0	358.0	352.0	(6.0)
Funded FTE	396.6	374.1	356.5	351.4	(5.1)

DEPARTMENT OVERVIEW

Department of Public Works

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 to San Mateo County. Services ensure safe, cost effective, accessible and attractive facilities.

Who We Serve / What We Do

Services to the General Public

- Operation and maintenance for San Mateo County Parks and Coyote Point Marina
- Operation and maintenance of the San Carlos and Half Moon Bay Airports
- County Civil Engineering, Roadway Encroachment Review and Permitting; Drainage and Right of Way Review; Subdivision Parcel Map Review; Construction Inspections
- Flood Control; Sewer / Sanitation Management for 10 Districts; Streetlight Maintenance Management in 11 Districts; County Service Areas 6, 7, 8, and 11; Drainage Maintenance Management in 6 Districts; Water Systems in La Honda and Pescadero
- Waste Management and Recycling
- Construct, operate, repair and maintain roadways in the unincorporated areas of the County
- Traffic Management; Countywide Crossing Guard Program; Commute Alternatives

Services to County Departments and/or Employees

- County Civil Engineering; Construction Inspections; Project Management for the County's Capital Construction Projects
- Operate and maintain all County owned/leased facilities, including office buildings, public facilities, 24/7 health facilities (including 24 hour monitoring of high pressure steam boilers), and 24/7 detention facilities
- Vehicle and Equipment procurement, maintenance and repair services
- Project Management for the County's Capital Construction Projects

Services to Community Partners

- Parks Foundation – Collaborate with the San Mateo County Parks Foundation in the development of the Parks Capital Projects to protect, upgrade, and / or repair the Parks Department's structural assets to provide safe, sanitary, efficient, and fully functional facilities for public use and enjoyment
- School Districts - Crossing Guard, safe routes to school program
- Volunteer Groups – provide service learning and educational opportunities
- Cities – participate in multiagency efforts that result in regional solutions and cost effective approaches to the needs of the community, including infrastructure improvement projects and resource protection programs
- City / County Association of Governments (C/CAG)– provide administrative and project management services; collaborate to build programs that serve the County of San Mateo, including energy and transportation projects and programs

Major Accomplishments

- Coyote Point Marina – Created dry boat storage facility that provides additional boat and boat trailer storage at the Marina and generates additional revenue
- Engineering Services – Designed, managed and inspected various projects including: Proposition 1B funded road reconstruction of 9th Avenue, 14th Avenue, 15th Avenue and Palmer Lane in the North Fair Oaks area; Reconstruction of Franks Lane and Camino de los Robles in West Menlo Park area; and Resurfacing of various streets in the South Bayside area
- Facilities – Completed County Master Plan and Space Standards study
- Parks Administration – Successfully completed two endangered butterfly reintroductions – Bay Checkerspot Butterflies from Kirby Canyon in Santa Clara County to Edgewood Park and Natural Preserve, and Mission Blue Butterflies from San Bruno Mountain State and County park to Twin Peaks in San Francisco
- Parks Operation – Opened Bill and Jean Lane Environmental Education Center at Edgewood Park and Natural Preserve in partnership with the San Mateo County Parks Foundation
- Road Services – Chip sealed approximately 25 miles of County roads, significantly improving the overall conditions of those roads and minimizing the need for future road maintenance efforts

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Non-Mandated Services	\$6,726,424	\$6,035,289
Total Net County Cost	\$6,726,424	\$6,035,289

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$884,144	\$886,871
% of G/F Net Appropriations	3%	3%
<hr/>		
Non-General Fund Reserves	\$54,268,454	\$46,039,844
% of Non-G/F Net Appropriations	57%	51%

Department of Public Works

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
Funded			
Administrative Services	\$7,345,197	\$0	5-9
Airports	\$5,485,761	\$0	5-10
Transportation Services	\$2,220,541	\$0	5-11
AB939 and Solid Waste Diversion	\$2,825,600	\$0	5-12
Engineering Services	\$4,991,859	\$96,624	5-13
Utilities	\$58,301,193	(\$120,000)	5-14
Waste Management	\$5,435,834	\$0	5-15
Construction Services	\$2,561,494	\$0	5-16
Facilities Services*	\$9,656,435	\$387,062	5-17
Coyote Point Marina	\$3,069,425	\$0	5-18
Fish and Game Fund	\$78,378	\$0	5-19
Parks Acquisition, Conservation and Development Fund	\$5,040,639	\$0	5-20
Parks Administration and Support	\$1,533,950	\$660,251	5-21
Parks Operations and Maintenance	\$6,809,921	\$5,011,352	5-22
Road Construction and Operations	\$43,062,451	\$0	5-23
Vehicle and Equipment Services	\$12,005,822	\$0	5-24
	Total	\$6,035,289	
Unfunded			
Reduction of Green Building and Green Business Programs**	\$293,690	\$0	5-25
Elimination of Custodial Services in Court exclusive space at the Hall of Justice**	\$424,500	\$0	5-25
Flood Park Closure on March 31, 2012*	\$72,584	\$49,711	5-26
Elimination of the Parks Director position	\$250,655	\$250,655	5-26
Unfund one Gardener position	\$103,084	\$103,084	5-27
	Total	\$403,450	

*Program added back or increased after the March Preliminary Budget Hearings (see following table for details)

**New reductions after the March Preliminary Budget Hearings

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Flood Park Operation and Maintenance	\$204,896			\$204,896
Facilities Services – Service Reductions	\$112,540			\$112,540
Total	\$317,436			\$317,436

PROGRAM SUMMARY

Department: Department of Public Works

Division: Administrative Services and Airports

Program: Administrative Services

Program Outcome Statement

Provide management, policy direction and fiscal and administrative services

Description of Services

Administrative Services 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.

Outcome Measures

Percent of Time Network is Available During Business Hours

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	99%	99%

Number and Percent of Reimbursable Work Authorization Expenditures Fully Reimbursed

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
1,163 / 100%	1,200 / 93%	1,200 / 99%

Description of Results

Notable results in FY 2011-12, will be technology improvements to reduce energy and material consumption (i.e. server virtualization, electronic document distribution, and continuing electronic document management system development); and annual strategic planning sessions with all employees used to update the Department's Five-Year Strategic Plan. The Program utilizes a General Fund allocation to pay the County's support of the Fair Oaks Community Center which is a multi-service facility offering services to the broader Redwood City Community. As a strategy to meet the departmental Net County Cost target, Administrative Services will support the Fair Oaks Community Center through Community Service Area 8 funds. No services will be affected by this revenue change.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$6,786,840	Total Sources	\$7,494,282
General Fund Allocation	\$190,664	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$6,596,176	Other Revenue	\$7,228,052
Fund Balance	\$0	Fund Balance	\$266,230
Total Requirements	\$6,786,840	Total Requirements	\$7,494,282
Gross Appropriations	\$6,786,840	Gross Appropriations	\$7,694,282
Intrafund Transfers	\$0	Intrafund Transfers	\$(200,000)
Reserves	\$0	Reserves	\$0
Number of Positions	28.0	Number of Positions	33.0
Number of FTEs	28.0	Number of FTEs	33.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Administrative Services and Airports

Program: Airports

Program Outcome Statement

Ensure the safe operation and maintenance of the San Carlos and Half Moon Bay Airports

Description of Services

The Airports Program operates and maintains the San Carlos and Half Moon Bay Airports in compliance with Airport Noise Abatement Procedures. The Program provides the highest level of airport services in a safe, responsive, economical and cooperative manner to airport users, tenants, pilots, visitors, outside agencies, employees and the community.

Outcome Measures

Percent of Aircraft Observed Operating in Compliance with Airport Noise Abatement Procedures

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
99%	99%	99%

Percent of Rented Hangars, T-shades / Airport Offices and Concession Areas

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
98% / 85%	90% / 80%	90% / 80%

Description of Results

In FY 2011-12 Airport staff will maintain over 500 acres of airport facilities, infrastructure and equipment; manage over 600 lease agreements and business contracts; and implement and monitor security procedures. The Program will perform design and environmental studies in preparation for the construction of future Federal Aviation Administration (FAA) grant funded safety, security and infrastructure improvements at both San Carlos and Half Moon Bay Airports. The Program will also construct airport-funded improvements to airport hangars and buildings, ensuring compliance with safety practices and local, State and Federal laws. Airport staff will also continue to ensure compliance with Airport Noise Abatement Procedures through educational efforts and aircraft flight monitoring in the communities neighboring the Airports.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$5,165,022	Total Sources	\$5,485,761
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$31,779	State Revenue	\$174,279
Federal Revenue	\$749,174	Federal Revenue	\$690,393
Other Revenue	\$2,598,600	Other Revenue	\$2,835,620
Fund Balance	\$1,785,469	Fund Balance	\$1,785,469
Total Requirements	\$5,165,022	Total Requirements	\$5,485,761
Gross Appropriations	\$4,587,340	Gross Appropriations	\$4,024,371
Intrafund Transfers	\$(20,500)	Intrafund Transfers	\$(40,500)
Reserves	\$598,182	Reserves	\$1,501,890
Number of Positions	9.0	Number of Positions	9.0
Number of FTEs	9.0	Number of FTEs	9.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Administrative Services and Airports

Program: Transportation Services

Program Outcome Statement

Reduce the environmental impact resulting from the movement of people in San Mateo County

Description of Services

The Transportation Services Program manages congestion relief initiatives including mass-transit, carpooling, walking and biking programs collectively known as the Commute Alternatives Program (CAP). The Program improves the lives and well being of the participants while reducing green house gas emissions. The Program offers an on-line registration, order and payment system and allows participants to use the Clipper Card, allowing convenient multi-modal public transportation use.

Outcome Measures

County Employees in Commute Alternatives Program vs. Employees in Other Large Companies

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
26% / 15%	25% / 15%	25% / 15%

Percent of CAP Participants who Reported a Positive Effect on Their Lives and Well-Being

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	94%	94%

Description of Results

The Transportation Services Program has a significant impact on the environment by reducing congestion, conserving energy and improving air quality. In FY 2011-12 the Program will continue outreach efforts to capture more eligible participants and track the environmental impact resulting from their participation in a variety of programs. The program expects that 25% of County employees will participate in the program in FY 2011-12, compared to 15% in other large Bay Area companies. Of the program participants, 94% are expected to rate their experience with the Program as positive.

In FY 2011-12, the Transportation staff that supports City/County Association of Governments (C/CAG) will be transferred to the Administrative Services Program. This action is necessary to separate C/CAG and Measure A funded work. This change does not impact service to program customers.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,494,745	Total Sources	\$2,220,541
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,877,232	Other Revenue	\$1,756,923
Fund Balance	\$617,513	Fund Balance	\$463,618
Total Requirements	\$3,494,745	Total Requirements	\$2,220,541
Gross Appropriations	\$3,494,745	Gross Appropriations	\$2,220,541
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	6.0	Number of Positions	1.0
Number of FTEs	6.0	Number of FTEs	1.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Engineering and Resource Protection

Program: AB 939 and Solid Waste Diversion

Program Outcome Statement

Ensure there are active programs to support waste diversion from landfills

Description of Services

The AB 939 (Sher, Chapters 1095, Statute of 1989) the California Integrated Waste Management Act (CIWMA) and Solid Waste Diversion Program reduces the amount of waste going to landfills through programs that emphasize source reduction, reusing materials instead of disposing of them, recycling materials that can be remanufactured into other products, composting, and maintaining compliance with the CIWMA. The Program offers outreach and program support for AB 939 eligible programs such as waste prevention, reuse, recycling, solid waste planning, composting, monitoring and reporting, student education and environmentally preferable procurement.

Outcome Measures

AB939 Solid Waste Diversion (Pounds per person per day / Pounds per employer per day)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
3.6 / 10.6	3.6 / 12	3.6 / 12

Number of Programs / Projects Implemented that Reduce Waste or Conserve Natural Resources

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
58	35	30

Description of Results

The Program increases the diversion rate for Unincorporated San Mateo County and achieves the goals and mandates of the Countywide Integrated Waste Management Plan and AB 939. The Program is funded from the AB 939 fees imposed on the landfill operator for each ton of waste disposed at the Ox Mountain Landfill. The Program has resulted in an increase in waste being diverted from the landfill and a corresponding decrease in AB 939 fee-based revenue. In FY 2011-12 the Program will continue to increase waste diversion through education programs, and outreach in the unincorporated areas of San Mateo County and County-wide through collaborations with cities. The Program will also continue to collaborate with the South Bayside Waste Management Authority staff to expand student education programs.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,171,746	Total Sources	\$2,825,600
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,170,002	Other Revenue	\$2,325,600
Fund Balance	\$1,744	Fund Balance	\$500,000
Total Requirements	\$3,171,746	Total Requirements	\$2,825,600
Gross Appropriations	\$2,648,141	Gross Appropriations	\$2,825,600
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$523,605	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Engineering and Resource Protection

Program: Engineering Services

Program Outcome Statement

Ensure professional engineering and construction management services

Description of Services

The Engineering Services Program provides engineering design, drafting, surveying, inspection and construction management services for Roads, Utilities, Airports, Parks, and Flood Control improvement projects.

Outcome Measures

Percent of Survey Respondents Rating Road Project Improvements Good or Better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
77%	90%	90%

Percent of Construction Phase Projects Completed within Budget

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
78%	90%	90%

Description of Results

The Program continues to design and manage various types of projects (road reconstruction and resurfacing; drainage, traffic, and bike/pedestrian projects); and provide County Engineer map review services to the public. Notable results in FY 2011-12, will include continuation of a multi-year, multi-phased project to replace the Crystal Springs Dam Bridge; inspection of two-thirds of all County maintained roads; and the implementation of a 20-day map checking process. The Program utilizes a General Fund allocation to offset the cost of the mandated County Engineer function, as fees for this service are set by law and do not fully reimburse the Department costs for this function. Engineering Services will maintain a rate of 90% of construction projects completed within budget and an overall customer satisfaction rating of at least 90% for road improvement projects.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,956,938	Total Sources	\$4,991,859
General Fund Allocation	\$96,624	General Fund Allocation	\$96,624
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$4,860,314	Other Revenue	\$4,895,235
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$4,956,938	Total Requirements	\$4,991,859
Gross Appropriations	\$4,956,938	Gross Appropriations	\$4,991,859
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	25.0	Number of Positions	25.0
Number of FTEs	25.0	Number of FTEs	25.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Engineering and Resource Protection

Program: Utilities

Program Outcome Statement

Ensure the safe operation of utility programs and districts throughout San Mateo County

Description of Services

The Utilities Program provides management and oversight of the County's utilities infrastructure. The Program oversees the operation and maintenance of water service, flood protection, and drainage facilities and services. It also manages landscape maintenance, Lighting Districts, Drainage Districts, and four County Service Areas (CSA). The CSAs provide residents and businesses in these communities with adequate and reliable supplies of high quality water, sewer service, fire protection, garbage and recycling collection and/or wastewater services.

Outcome Measures

Number and percent of customers rating services as Good or Better

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

38 / 100%

35 / 100%

35 / 100%

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

The Utilities Program protects the water quality of many watersheds, which reduces injury and property damage and enhances public health. The Program enables the Department to comply with federal, state and local regulations, obtain required permits for Department projects, and implement natural resource conservation practices.

In FY 2011-12, the Program will continue to manage these programs and respond to utility emergencies in an effort to provide San Mateo County residents and customers the highest quality of customer service. The Flood Control District will complete construction of a U-shaped concrete channel at the Spruce Avenue Bridge replacing the distressed concrete sheet piles wall, by November 2011. The Sewer Maintenance/Sanitation Districts will complete design and construction of capital improvement projects in the Fair Oaks Sewer Maintenance District and the Crystal Springs County Sanitation District as identified in the 1999 Sewer Master Plans.

FY 2010-11 Current Revised Budget

Total Sources	\$60,620,424
General Fund Allocation	\$(120,000)
State Revenue	\$34,180
Federal Revenue	\$0
Other Revenue	\$21,367,183
Fund Balance	\$39,339,061
Total Requirements	\$60,620,424
Gross Appropriations	\$36,054,041
Intrafund Transfers	\$(1,048,432)
Reserves	\$25,614,815

Number of Positions **16.0**
Number of FTEs **16.0**

FY 2011-12 Recommended Budget

Total Sources	\$58,301,193
General Fund Allocation	\$(120,000)
State Revenue	\$34,516
Federal Revenue	\$0
Other Revenue	\$20,581,845
Fund Balance	\$37,804,832
Total Requirements	\$58,301,193
Gross Appropriations	\$35,578,399
Intrafund Transfers	\$(1,049,219)
Reserves	\$23,772,013

Number of Positions **16.0**
Number of FTEs **16.0**

PROGRAM SUMMARY

Department: Department of Public Works

Division: Engineering and Resource Protection

Program: Waste Management

Program Outcome Statement

Implement environmental sustainability programs throughout San Mateo County

Description of Services

Waste Management implements sustainability programs in the unincorporated area and throughout San Mateo County to encourage and facilitate environmentally responsible practices by citizens, businesses and visitors. The Program includes implementation of the Green Business, Green Building and Energy Watch programs and provision of educational resources such as the RecycleWorks website and printed materials.

Outcome Measures

Per Capita Disposal in Unincorporated San Mateo County (Pounds per person per day / Pounds per emp

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
3.6 / 10.6	3.6 / 12	3.6 / 12

Number of Programs / Projects Implemented that Reduce Waste, Promote Resource Conservation,

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
58	35	30

Description of Results

The Program is reimbursed from the AB 939 Program for eligible expenses and is using Reserves to pay for remaining program expenses. Historically the Program was funded by unrestricted revenue from fees assessed at the landfill. While actively working to identify new funding options, the Program has adopted a conservative spending plan for FY 2011-12, including the reduction of post-closure activities at the Pescadero and Half Moon Bay landfills, elimination of funding to the Office of Emergency Services, decreased outreach programs, and reductions to the Green Building and Business programs. The Program will continue to provide education, programs, and outreach in the unincorporated areas of San Mateo County and countywide through collaboration with cities.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$6,663,387	Total Sources	\$5,435,834
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,935,577	Other Revenue	\$3,119,780
Fund Balance	\$3,727,810	Fund Balance	\$2,316,054
Total Requirements	\$6,663,387	Total Requirements	\$5,435,834
Gross Appropriations	\$4,134,709	Gross Appropriations	\$2,798,684
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$2,528,678	Reserves	\$2,637,150
Number of Positions	9.0	Number of Positions	9.0
Number of FTEs	9.0	Number of FTEs	9.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Facilities Services

Program: Construction Services

Program Outcome Statement

Ensures professional, effective and responsive construction and construction related services

Description of Services

Construction Services offers construction-related services throughout the County of San Mateo. The Program provides construction estimates, installations, repairs, remodels, upgrades, renovations, and related services to both County departments and other agencies on a fee for service basis. The Program also provides maintenance to nine lighting districts and graffiti abatement in unincorporated North Fair Oaks, Atherton, and Millbrae.

Outcome Measures

Percent of Fixed Cost Jobs / Construction Services Completed within Budget

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
98% / 100%	94% / 96%	94% / 96%

Percent of Customer Survey Respondents Rating Services Good or Better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	90%	90%

Description of Results

Construction Services ensures that the County provides accessible, functional, comfortable and safe environments for the public and County employees. Customer satisfaction, as evidenced by recent survey data, is high and reflects the value provided to the County by responsive crews familiar with county staff and facilities.

In FY 2011-12, Construction Services will complete Fixed Cost Jobs and Construction Services within budget 94% and 96% of the time respectively, and will achieve a 90% customer satisfaction rating. The Program will continue to improve project delivery times through increased use of indefinite delivery/quantity consulting contracts and job order contracting.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,863,303	Total Sources	\$2,561,494
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,734,949	Other Revenue	\$2,561,494
Fund Balance	\$128,354	Fund Balance	\$0
Total Requirements	\$2,863,303	Total Requirements	\$2,561,494
Gross Appropriations	\$2,863,303	Gross Appropriations	\$2,561,494
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	16.0	Number of Positions	16.0
Number of FTEs	16.0	Number of FTEs	16.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Facilities Services

Program: Facilities Services

Program Outcome Statement

Operate and maintain facility systems in a cost effective and professional manner

Description of Services

Facilities Services maintains County-owned and leased buildings and assures that systems and equipment are in good repair and functioning properly. Services include capital project management, structural maintenance and repair, heating, ventilation and air conditioning, plumbing, lighting, custodial, landscaping, signage, utilities, water treatment, emergency power systems, life safety systems, pest control, carpentry, painting and lock work. The Program evaluates and implements cost saving measures to keep costs low while still providing services that support the use of County Facilities.

Outcome Measures

Percent of Square Feet with a Satisfactory Facility Condition Index

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
68%	69%	70%

Percent Below Building Owner's Management Association (BOMA) Average Operating Cost per Sq. Ft.

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
20%	20%	20%

Description of Results

Facilities Services utilizes a Facilities Condition Index System (FCIS) to determine the best use of funding for capital projects. The Program is also developing Facilities and Energy Master Plans to optimize use of available land and facilities. Through regular maintenance and improvement projects, the Program maintains the condition of our aging buildings. In FY 2011-12, Facilities Services will maintain buildings so that 70% of maintained space achieves a satisfactory FCIS rating.

The Program utilizes a General Fund allocation to offset the cost of facilities that do not pay rent. As part of the San Mateo County Superior Court transfer to the Judicial Council of California, the Courts chose not to contract with the County for cleaning services. This will result in the elimination of five custodian positions in September 2011. These staff are being offered the opportunity to transfer to the Administrative Office of the Courts and continue to work as custodians.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$10,309,517	Total Sources	\$9,656,435
General Fund Allocation	\$387,162	General Fund Allocation	\$387,062
State Revenue	\$1,893,169	State Revenue	\$1,468,597
Federal Revenue	\$94,260	Federal Revenue	\$94,260
Other Revenue	\$7,737,308	Other Revenue	\$7,578,516
Fund Balance	\$197,618	Fund Balance	\$128,000
Total Requirements	\$10,309,517	Total Requirements	\$9,656,435
Gross Appropriations	\$40,293,751	Gross Appropriations	\$39,285,974
Intrafund Transfers	\$(29,984,234)	Intrafund Transfers	\$(29,629,539)
Reserves	\$0	Reserves	\$0
Number of Positions	102.0	Number of Positions	97.0
Number of FTEs	102.0	Number of FTEs	98.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Program: Coyote Point Marina

Program Outcome Statement

Ensure safe public access to the San Francisco Bay through berthing and launching facilities

Description of Services

The Coyote Point Marina Program provides a safe and appealing recreational facility for the boating public to access the San Francisco Bay that has operated continuously for 51 years. The Program provides high quality berth and launching facilities, emergency response, environmental protection, security and assistance to the Marina users, outside agencies, visitors, special interest groups, employees, and the community. The Marina provides electrical and water service to berthers as well as an oil collection station, emergency patrol boat response, boat fueling, a boat wash-down area and a three lane launch ramp.

Outcome Measures

Percentage of Usable Berth Space Filled

FY 2009-10 Actual

73.8%

FY 2010-11 Estimate

75%

FY 2011-12 Target

75%

Percent of Customer Survey Respondents Rating Services Good or Better

FY 2009-10 Actual

97.2%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Description of Results

The Program maintains 541 usable berths to accommodate vessels ranging in size from less than 22 feet to over 50 feet in length and provides the highest levels of customer service possible. The Coyote Point Marina received an approved loan from the State for the replacement of Dock 29 in FY 2011-12. This new dock will accommodate nearly 25 large vessels and increase the number of usable berths at the Marina which will result in increased berth fee revenue.

Funding for the Coyote Point Marina program comes primarily from berth rental fees. There is no Net County Cost.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,284,975	Total Sources	\$3,069,425
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$364,000	State Revenue	\$1,830,000
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,134,969	Other Revenue	\$1,134,969
Fund Balance	\$786,006	Fund Balance	\$104,456
Total Requirements	\$2,284,975	Total Requirements	\$3,069,425
Gross Appropriations	\$2,045,519	Gross Appropriations	\$2,956,719
Intrafund Transfers		Intrafund Transfers	
Reserves	\$239,456	Reserves	\$112,706
Number of Positions	4.0	Number of Positions	4.0
Number of FTEs	4.0	Number of FTEs	4.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Program: Fish and Game Fund

Program Outcome Statement

Propagation and conservation of fish and wildlife and environmental education

Description of Services

The Fish and Game Fund are funds designated for projects that support the propagation and conservation of fish and wildlife, and related environmental education programs. Revenue for this fund comes from fines collected for violations of the California Fish and Game Code committed in San Mateo County.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

Revenue from this fund is available for the propagation and conservation of fish and wildlife and provision of environmental education programs to the public.

This Program is not funded by the General Fund and has no Net County Cost.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$76,678	Total Sources	\$78,378
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,500	Other Revenue	\$2,500
Fund Balance	\$74,178	Fund Balance	\$75,878
Total Requirements	\$76,678	Total Requirements	\$78,378
Gross Appropriations	\$15,000	Gross Appropriations	\$15,000
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$61,678	Reserves	\$63,378
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Program: Parks Acquisition, Conservation and Development Fund

Program Outcome Statement

Ensure that grants or other external funding are sought and obtained for projects and acquisitions

Description of Services

The Parks Acquisition, Conservation and Development Fund funds the acquisition of land for the County park system and the restoration and development of County park facilities. Revenue is received from State park bonds, the Parks Foundation, State, Federal and local grants, intrafund transfers, and interest on the reserves in the fund. The Program provides funding for capital improvement projects and programs. Capital Projects are identified prior to the beginning of every fiscal year and are managed to ensure completion on time and within budget.

Outcome Measures

Number of Capital Projects completed

FY 2009-10 Actual

7

FY 2010-11 Estimate

8

FY 2011-12 Target

8

Percent of Capital Projects completed on time and within budget

FY 2009-10 Actual

83%

FY 2010-11 Estimate

86%

FY 2011-12 Target

88%

Description of Results

In FY 2011-12, the program will complete eight Capital Projects and increase the percentage of Capital Projects completed on time and within budget. Major projects will include: rehabilitation of the San Bruno Mountain Crocker Entrance; construction of a Crystal Springs Trail south of the dam to Highway 35; reconstruction of the Fitzgerald Marine Reserve parking lot; implementation of a Marbled Murrelet and Corvid Management Project in Big Basin, Butano and Portola State Parks and Memorial County Park; and installation of vehicle wash down racks at San Pedro Valley Park.

This Program is not funded by the General Fund. There is no Net County Cost.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$5,640,676	Total Sources	\$5,040,639
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$2,027,320	State Revenue	\$2,298,562
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$35,000	Other Revenue	\$35,000
Fund Balance	\$3,578,356	Fund Balance	\$2,707,077
Total Requirements	\$5,640,676	Total Requirements	\$5,040,639
Gross Appropriations	\$3,161,280	Gross Appropriations	\$0
Intrafund Transfers	\$0	Intrafund Transfers	\$4,600,737
Reserves	\$2,479,369	Reserves	\$439,902
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Program: Parks Administration and Support

Program Outcome Statement

Ensure the provision of management, policy setting and fiscal and administrative services

Description of Services

The Administration and Support Program provides overall management, policy and priority setting, community outreach, procedural guidance, and fiscal and administrative services. These services include park reservations, planning, permitting, project management and grant writing for San Mateo County Parks, the Parks and Recreation Commission and the San Mateo County Arts Commission. Administrative support is also provided under contract for the Local Agency Formation Commission. The Program oversees the Fish and Game Fund, Parks Acquisition and Development Fund, and Coyote Point Marina and provides capital improvements project management for more than \$3 million in projects annually.

Outcome Measures

Number of Park Reservations Taken Annually

FY 2009-10 Actual

13,983

FY 2010-11 Estimate

10,000

FY 2011-12 Target

10,000

Percentage of park reservations taken online

FY 2009-10 Actual

89%

FY 2010-11 Estimate

80%

FY 2011-12 Target

80%

Description of Results

The Program ensures environmental stewardship, effective and efficient use of resources, continuity, direction and leadership. The program also provides support for the effective management of the San Bruno Mountain Habitat Conservation Plan and FishNet4C project. Additionally the Program oversees the selection, application for and management of external funding sources, bringing critical revenue to the Department for capital projects.

As part of the integration of the Parks Department into the Department of Public Works, the Parks Director vacancy will be eliminated.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,748,961	Total Sources	\$1,533,950
General Fund Allocation	\$1,010,110	General Fund Allocation	\$660,251
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$588,490	Other Revenue	\$673,958
Fund Balance	\$150,361	Fund Balance	\$199,741
Total Requirements	\$1,748,961	Total Requirements	\$1,533,950
Gross Appropriations	\$1,670,839	Gross Appropriations	\$1,455,828
Intrafund Transfers	\$(54,997)	Intrafund Transfers	\$(54,997)
Reserves	\$133,119	Reserves	\$133,119
Number of Positions	8.0	Number of Positions	7.0
Number of FTEs	8.0	Number of FTEs	7.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Program: Parks Operations and Maintenance

Program Outcome Statement

Ensure access to open spaces and park facilities and manage natural and cultural resources

Description of Services

Parks Operations and Maintenance provides access to open and green spaces where natural resources are managed and preserved.

The Program conducts vegetation management and is responsible for the standardization of interpretive signs and exhibits in all Park facilities. The Program also manages a volunteer program that consists of many volunteer groups and individual participants. In FY 2009-10, the Program facilitated 21, 878 volunteer hours, valued at approximately \$443,030.

Outcome Measures

Number of visitors

FY 2009-10 Actual

1,729,253

FY 2010-11 Estimate

1,500,000

FY 2011-12 Target

1,515,000

Tons of park waste recycled

FY 2009-10 Actual

233

FY 2010-11 Estimate

200

FY 2011-12 Target

200

Description of Results

The Parks Operations and Maintenance Program ensures safe, well-maintained park facilities that support recreational, educational, and quality of life needs. In FY 2011-12, the Program will serve approximately 1,515,000 visitors and operate and maintain 15 parks, two historic sites, and 178 miles of trails. Through vegetation management, the Program will limit the spread of invasive species, restore native habitats, reduce vegetation fuel load fire hazards, eliminate weeds in developed areas, and keep trails and facilities open.

The FY 2011-12 budget includes six months of funding for the operation of Flood Park which is currently closed due to San Francisco Public Utilities Commission construction and scheduled to re-open October 1, 2011. The County will explore alternative funding, ownership and management opportunities for Flood Park in FY 2011-12.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$7,076,731	Total Sources	\$6,809,921
General Fund Allocation	\$5,161,864	General Fund Allocation	\$5,011,352
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,914,867	Other Revenue	\$1,798,569
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$7,076,731	Total Requirements	\$6,809,921
Gross Appropriations	\$7,076,731	Gross Appropriations	\$6,809,921
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	44.0	Number of Positions	44.0
Number of FTEs	44.0	Number of FTEs	43.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Road Maintenance and Operations

Program: Road Construction and Operations

Program Outcome Statement

Ensures that County maintained roads are safe, accessible and well maintained

Description of Services

Road Construction provides repair, operation and maintenance services for 315 miles of County maintained roads; and works closely with Engineering Services to plan and prioritize road and road-related construction projects. Road Operations performs traffic, construction inspection, and development review services. The Program additionally provides emergency response, sidewalk repair, landscaping, construction inspection, road sign management, traffic signal maintenance, vegetation management, and maintains bicycle trails, lanes, and facilities.

Outcome Measures

Percent of Hours Spent on Scheduled Work

FY 2009-10 Actual

93.2%

FY 2010-11 Estimate

92%

FY 2011-12 Target

92%

Percent of Customer Survey Respondents Rating Services Good or Better

FY 2009-10 Actual

85.3% / 93% / 100%

FY 2010-11 Estimate

90% / 90% / 90%

FY 2011-12 Target

90% / 90% / 90%

Description of Results

Road Construction and Operations ensure the usability and safety of the road for the traveling public. In FY 2011-12, the Program will maintain the pavement condition index at a level above the established baseline, which is currently at 69 on a scale of zero (failed) to 100 (excellent).

The Program also ensures public safety by serving as a first responder agency to provide immediate emergency support services such as debris removal and emergency road maintenance in the event of a crisis situation.

State revenue for this program is significantly reduced from FY 2010-11 due to the completion of a multi-year Proposition 1B payout. There will be a corresponding decrease in Proposition 1B capital infrastructure improvement projects funded.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$50,973,035	Total Sources	\$43,062,451
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$20,636,456	State Revenue	\$14,220,913
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,233,092	Other Revenue	\$1,738,051
Fund Balance	\$27,103,487	Fund Balance	\$27,103,487
Total Requirements	\$50,973,035	Total Requirements	\$43,062,451
Gross Appropriations	\$36,213,434	Gross Appropriations	\$30,156,119
Intrafund Transfers	\$(2,853,843)	Intrafund Transfers	
Reserves	\$17,613,444	Reserves	\$12,906,332
Number of Positions	75.0	Number of Positions	75.0
Number of FTEs	75.0	Number of FTEs	75.0

PROGRAM SUMMARY

Department: Department of Public Works

Division: Road Maintenance, Operation and Fleet Services

Program: Vehicle and Equipment Services

Program Outcome Statement

Ensure effective and efficient fleet procurement, maintenance, repair, and fuel services

Description of Services

Vehicle and Equipment Services provides fleet and equipment acquisition, replacement, maintenance, repair and fuel services. The Program delivers service in a professional and cost-effective manner to ensure safe and reliable vehicles and equipment. The Program has been responsive to the financial challenges of its customers through negotiated decreases in services. However, the corresponding decrease in service revenue and three consecutive years of fixed service rates, and rising operating expenses are factors which will have an adverse impact to the efficient operation of the fleet in the long term.

Outcome Measures

Compact and Mid-size Vehicle Fuel Economy (miles per gallon)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
29.74	30	30

Percent of Customers Rating Services Good or Better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
99% / 99%	90% / 90%	90% / 90%

Description of Results

In FY 2011-12, the Program will continue to review options to improve the management and cost effectiveness of fleet services. Vehicle and Equipment Services will 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 will also maintain a preventive maintenance program and staff training necessary to service, maintain, and repair these new types of vehicles. The Program will implement fleet management policies and practices that balance the cost and efficiency of managing the County's fleet with the County's objective of reducing vehicle related pollutants.

The Program maintains reserves as a vehicle replacement fund.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$11,873,206	Total Sources	\$12,005,822
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$6,106,457	Other Revenue	\$6,386,372
Fund Balance	\$5,766,749	Fund Balance	\$5,619,450
Total Requirements	\$11,873,206	Total Requirements	\$12,005,822
Gross Appropriations	\$6,512,981	Gross Appropriations	\$6,645,597
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$5,360,225	Reserves	\$5,360,225
Number of Positions	16.0	Number of Positions	16.0
Number of FTEs	16.0	Number of FTEs	16.0

UNFUNDED PROGRAM SUMMARY

Department: Department of Public Works

Division: Engineering and Resource Protection

Reduction: Reduction of Green Building and Green Business Programs

Description of Impacts from Budget Reduction

The reduction of funding for non-mandatory programs that are not eligible to be funded with AB939 fees will effect the Green Building and Green Business programs, as well as other sustainability programs. These reductions will include decreased outreach and workshops to contractors, businesses and homeowners and promotion of energy strategies for the unincorporated County areas. Greenhouse gas inventory and Climate Action Plans work will be transferred to the County Manager's Office and the Planning Department. A reduction in the availability of funding for unanticipated or emerging projects will result in an inability to respond to requests for assistance from the Department, County or Cities in connection with sustainability efforts.

FY 2011-12 Unfunded Budget

Total Sources	\$293,690		Total Requirements	\$293,690
General Fund Allocation	\$0		Gross Appropriations	\$293,690
State Revenue	\$293,690		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	0.0
Other Revenue	\$0		Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Department of Public Works

Division: Facilities Services

Reduction: Elimination of Custodial Services in Court exclusive space at the Hall of Justice

Description of Impacts from Budget Reduction

The cancellation of the Custodial Service Level Agreement with the San Mateo County Superior Court will result in the transfer of five custodians and a reduction in related revenue. This change will not impact service to County customer departments.

FY 2011-12 Unfunded Budget

Total Sources	\$0		Total Requirements	\$0
General Fund Allocation	\$0		Gross Appropriations	\$424,500
State Revenue	\$424,500		Intrafund Transfers	\$0
Federal Revenue	\$0		Number of Positions	5.0
Other Revenue	\$0		Funded FTE	5.0

UNFUNDED PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Reduction: Flood Park Closure on March 31, 2012

Description of Impacts from Budget Reduction

Funding to operate Flood Park open for six months following the re-opening of the park after the San Francisco Public Utilities Commission completes waterline repairs is included in the budget. With the current level of funding, Flood Park will be closed indefinitely as of April 1, 2012, if no alternate options for park operation or management are identified.

In FY 2009-10, Flood Park had approximately 75,000 visitors, 346 picnic reservations and 214 baseball game reservations. The closure of the Park will reduce the availability of park and play field services in the South County area, though, there are alternative facilities with similar services in the area. Closure of the Park will not result in the layoff of any county staff; incumbents in the three positions in the Park would instead be moved to vacancies due to recent retirements within the Parks Division.

FY 2011-12 Unfunded Budget

Total Sources	\$72,584	Total Requirements	\$72,584
General Fund Allocation	\$49,711	Gross Appropriations	\$72,584
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$22,873	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Reduction: Elimination of the Parks Director position

Description of Impacts from Budget Reduction

The San Mateo County Parks Department was moved to the Department of Public Works in January 2011. With that move, the Parks Director position will be eliminated in FY 2011-12. The result of eliminating the vacant Parks Director position will be an increased workload for the Public Works Director and Parks Management staff.

FY 2011-12 Unfunded Budget

Total Sources	\$250,655	Total Requirements	\$250,655
General Fund Allocation	\$250,655	Gross Appropriations	\$250,655
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Department of Public Works

Division: Parks

Reduction: Unfund one Gardener position

Description of Impacts from Budget Reduction

The incumbent in this position is on a long term Worker's Compensation leave of absence. Although this person is not expected to return and is currently not being paid. The Division will maintain the position in an unfunded status until the Worker's Compensation matter has been resolved.

FY 2011-12 Unfunded Budget

Total Sources	\$103,084	Total Requirements	\$103,084
General Fund Allocation	\$103,084	Gross Appropriations	\$103,084
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

Capital Projects (8500D)
Capital Project Funds

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(64,023)	16,939			
Intergovernmental Revenues		856,224	631,208		(631,208)
Charges for Services	6,100	3,376	1,056,541		(1,056,541)
Interfund Revenue	16,706				
Miscellaneous Revenue	25,117	25,721			
Other Financing Sources	7,381,614	9,829,874	24,615,736	22,383,987	(2,231,749)
Total Revenue	7,365,513	10,732,135	26,303,485	22,383,987	(3,919,498)
Fund Balance	1,871,558	1,904,458	2,343,063	2,343,063	
TOTAL SOURCES	9,237,071	12,636,593	28,646,548	24,727,050	(3,919,498)
REQUIREMENTS					
Fixed Assets	7,407,735	10,293,530	27,170,467	23,639,791	(3,530,676)
Net Appropriations	7,407,735	10,293,530	27,170,467	23,639,791	(3,530,676)
Contingencies/Dept Reserves	1,829,336	2,343,063	1,476,081	1,087,259	(388,822)
TOTAL REQUIREMENTS	9,237,071	12,636,593	28,646,548	24,727,050	(3,919,498)

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
HEALTH PROJECTS			
Burlingame Long Term Care Evaluate Installed HVAC	8,602		8,602
Burlingame Long Term Care Repair Windows	153,712		153,712
Cordilleras Replace Flooring And Auditorium Steam Traps	149,890		149,890
Coastside Clinic Remodel First Floor		75,000	75,000
Health Administration Replace Deteriorated Wallpaper	40,000		40,000
Health Administration Replace Ductless Split System	8,130		8,130
Health Administration Replace Fin Tube Baseboard Mounted Steam/Hot Water	59,728		59,728
Health Administration Replace Indoor Air Handling Unit	29,890		29,890
Health Administration Replace Sheet Vinyl Floor Covering	25,000		25,000
Health Administration Replace Shell And Tube Heat Exchanger	24,890		24,890
Health Administration Replace Vacuum Pump Control	15,000		15,000
Health Administration Replace Building Steam and Heating Hot Water System	44,059		44,059
Health Administration Replace HVAC Controls and Reheat Coils	49,817		49,817
Health System Consolidate South County Clinic		60,000	60,000
San Mateo Medical Center Renovate Morgue	210,601		210,601
San Mateo Medical Center Re-roof Administration	62,232		62,232
San Mateo Medical Center Seal Fire Penetrations	8,856		8,856
Subtotal Health Services Projects - County General Fund	890,406	135,000	1,025,406
Cordilleras Replace Awning Windows	13,274		13,274
North Count Clinic Prepare And Paint Exterior Wall	148,677		148,677
San Mateo Medical Center Seismic Retrofit Administration Building	61,377	150,000	211,377
San Mateo Medical Center Reseal Clinic Building Window	412,075		412,075
San Mateo Medical Center Replace High Pressure Steam Boiler	385,000		385,000
San Mateo Medical Center Install Nurse Call Bench	3,300		3,300
San Mateo Medical Center Prepare/Paint Exterior Stucco Walls	180,000		180,000
San Mateo Medical Center Replace Cooling Tower & VFD	150,000		150,000
San Mateo Medical Center Replace Variable Frequency Drive	200,000		200,000

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
Subtotal Medical Center Projects - County General Fund	1,553,702	150,000	1,703,702
San Mateo Medical Center Computer Aided Design Schematic Drawings	25,028		25,028
San Mateo Medical Center Extend Heating Hot Water System	75,603		75,603
San Mateo Medical Center Replace High Pressure Steam Boiler	65,624		65,624
San Mateo Medical Center Replace Lobby Linoleum Flooring	881		881
Subtotal Health Services Projects - Facility Surcharge	167,136		167,136
Burlingame Long Term Care Facility Smoking Hut for Patients	3,956		3,956
Coastside Remodel Medical Facility	1,563,283		1,563,283
San Mateo Medical Center Remodel Emergency Room Triage	25,373		25,373
San Mateo Medical Center Remodel Ron Robinson Senior Care Center	194,948		194,948
Subtotal Health Services Projects - Other	1,787,560		1,787,560
TOTAL HEALTH PROJECTS	4,398,804	285,000	4,683,804
CRIMINAL JUSTICE PROJECTS			
Administrative Offices of Courts Replace Compressor & Cooling Tower	25,899		25,899
Camp Glenwood Improvement Project	278,314	213,979	492,293
Countywide Upgrade Radio Sites	85,588		85,588
Coyote Point Replace Indoor 50 Foot Firing Range	23,863	100,000	123,863
Hall of Justice Upgrade Fire Alarm Panel	8,069		8,069
Hall of Justice Replace 12X12 Stapled Or Cemented Ceiling Tile	4,878		4,878
Hall of Justice Replace 2X4 Fiberglass Or Mineral Ceiling Tile	4,454		4,454
Hall of Justice Replace Drywall Ceiling	2,702		2,702
Hall of Justice Replace Wall Paper In Rooms	35,000		35,000
Maguire Correctional Facility Upgrade Additional Cameras and Equipment	36,100		36,100
Maguire Correctional Facility Maintain Co-Generation System		60,000	60,000
Maguire Correctional Facility Replace Fire Alarm	230,066		230,066
Maguire Correctional Facility Upgrade Kitchen Hood Fire Suppression	1,184		1,184
Maguire Correctional Facility Prepare And Paint Exterior Wall	18,000		18,000
Maguire Correctional Facility Replace Roof Elevator in 4th Floor Mechanical Room	25,238		25,238

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
Maguire Correctional Facility Replace Water Boiler & Storage Tanks	205,031		205,031
Maguire Correctional Facility West Reconfigure Interlock System	10,315		10,315
La Honda Sheriff's Honor Camp Demolish Fire House	30,000		30,000
New Women's Jail Request For Proposal for Master Architect	1,981		1,981
San Mateo Medical Center Renovate Morgue	431,573		431,573
Youth Services Center Maintain Co-Generation System		75,000	75,000
Subtotal Criminal Justice Projects - County General Fund	1,458,255	448,979	1,907,234
Northern and Central Courts Seismic Upgrades	10,000		10,000
Subtotal Courthouse Construction Fund	10,000		10,000
Youth Services Center Modify Berm	13,759		13,759
Old Hillcrest Facility Deconstruction	20,000		20,000
Youth Services Center / Justice Center Plan	52,556		52,556
Youth Services Center Remove Temporary Light Poles	3,412		3,412
Subtotal Criminal Justice - Bond Proceeds	89,727		89,727
Camp Glenwood Improvement Project	112,536	1,024,574	1,137,110
Camp Glenwood Install Retherm Unit	686		686
Maguire Correctional Facility Replace Life Safety Air Tanks	137,034		137,034
South San Francisco Probation Repair Ventilation and Cooling	9,807		9,807
Subtotal Criminal Justice Projects - Facility Surcharge	260,063	1,024,574	1,284,637
HEALTH PROJECTS TOTAL	1,818,045	1,473,553	3,291,598
PARKS AND MARINA PROJECTS			
Coyote Point Marina Replace Dock 29		1,830,000	1,830,000
Subtotal Parks and Marina Projects - Coyote Point		1,830,000	1,830,000
Coyote Point Park Water Distribution System		269,970	269,970
San Bruno Mountain Park Rehabilitate Crocker Entrance		184,500	184,500
Crystal Springs Construct Trail South of Dam to Highway 35	341,753		341,753
Day Camp Amphitheater Renovation		119,500	119,500
Edgewood Park Build Interpretive Center	5,000		5,000
Fitzgerald Marine Reserve Reconstruct Parking Lot		450,000	450,000

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
Fitzgerald Marine Reserve Reconstruct San Vicente Bridge, Ramp and Coastal Trail		753,000	753,000
Mirada Surf Install Restroom and Install Coastal Trail	125,693		125,693
Pigeon Point Construct Guard Rail		84,000	84,000
San Bruno Mountain Repave Parking Lot		175,000	175,000
San Bruno Mountain Plan and Construct Ridge to Bay Trail		367,029	367,029
San Pedro Valley Park Construct Vehicle Wash Down Racks	194,167		194,167
Subtotal Other County Projects - Park Acquisition	666,613	2,402,999	3,069,612
TOTAL PARKS AND MARINA PROJECTS	666,613	4,232,999	4,899,612
OTHER COUNTY PROJECTS			
American Disabilities Act Upgrade Board of Supervisors Chambers	2,310		2,310
American Disabilities Act San Mateo Expo Center Install Drinking Fountains	13,892		13,892
American Disabilities Act Health Administration 37th Ave Install Drinking Fountains	25,897		25,897
American Disabilities Act Implement Countywide Transition Plan	225,735		225,735
Aging & Adult Services Replace Doors	1,715		1,715
California Department of Fire Repair Belmont Station 17	220,000		220,000
California Department of Fire Resurface and Stripe Belmont Station 17	50,000		50,000
California Department of Fire Repair Skylonda Apparatus Deficiencies	12,459		12,459
Camp Glenwood Upgrade Solar Thermal System	171,145		171,145
Capital Project Development		100,000	100,000
Child Care Replace Roof	119,819		119,819
Circle Star Campus Space Planning and Improvements	500,000		500,000
County Government Center Parking Structure Repair Concrete	510		510
Cordilleras Install Cooler Control	1,144		1,144
Cordilleras Replace Casement Window	89,035		89,035
Cordilleras Replace Hot Water Boiler	271,639		271,639
Cordilleras Replace Sash Window	7,723		7,723
County Energy Projects	130,508		130,508
County Facility Master Plan Phase Two	132,089		132,089

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
County Government Center Parking Structure Retrofit Lighting	34,870		34,870
County Government Center Parking Structure Install Solar Panels	106,089		106,089
County Government Center Parking Structure Install Fire Pump/Generator	37,178		37,178
County Government Center Parking Structure Seal Roadway	47,491		47,491
County Office Building Prepare And Paint Interior	10,719		10,719
County Office Building Conduct Structural Analysis	75,000		75,000
County Government Center Parking Structure Clean And Seal Concrete Pavement	138,542		138,542
Northern Courts Replace Boilers	25,899		25,899
Crime Lab Implement Retro-commissioning Recommendations	347,937		347,937
Mike Nevin Clinic Replace Air Conditioning Roof Top Units	49,064		49,064
East Palo Alto Building Replace Roofing Coping	17,092		17,092
East Palo Alto Building Clean HVAC Ductwork	106,925		106,925
East Palo Alto Building Test and Balance HVAC System	68,450		68,450
East Palo Alto Building Replace Centrifugal Exhaust	15,274		15,274
East Palo Alto Building Replace Generator	35,580		35,580
East Palo Alto Building Replace Window Gaskets	4,931		4,931
East Palo Alto Building Prepare and Paint Exterior of Building	67,602		67,602
El Cerrito Trunk Sewer Repair Relief Line	51,180		51,180
Elections Building Add New Restrooms	9,932		9,932
Emergent Special Jobs		250,000	250,000
Energy Master Plan	199,403		199,403
Graffiti Abatement Program		30,000	30,000
Hall of Justice Replace Boiler	649,335		649,335
Hall of Justice Replace Boiler - EECBG	450,000		450,000
Hall of Justice Upgrade Direct Digital Control System	700,000		700,000
Hall of Justice Replace Economizers - EECBG	160,000		160,000
Hall of Justice Install Facility Stairwell Egress Signs	139		139
Hall of Justice Upgrade Fire Alarm Panel	1,400		1,400
Hall of Justice Replace Economizers	230,994		230,994

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
Hall of Justice Replace Wall Hung Urinals - 1 pint urinals	89,791		89,791
Hall of Justice-Replace Lavatory Pipe Insulation	2,007		2,007
Health Administration Replace Carpet Phase II	75,000		75,000
Health Administration Replace Indoor Cooling Package Unit	66,239		66,239
Health Administration Install Wall/Floor Mounted Water Closets	2,424		2,424
Human Services 2500 Middlefield Paint Exterior	87,616		87,616
Integrated Workplace Management System Purchase Software	60,254		60,254
La Honda Sheriff's Honor Camp Repair Roof	3,000		3,000
Maguire Correctional Facility Replace ATS Transfer	45,000		45,000
Maguire Correctional Facility Repair Back Flow	19,443		19,443
Maguire Correctional Facility Replace Faucets & Manual Flush Valves	108,255		108,255
Maguire Correctional Facility Replace Fire Alarm	397,367		397,367
Maguire Correctional Facility Analyze and Upgrade HVAC Cooling System	749,559		749,559
Maguire Correctional Facility Prepare And Paint Lobby And Hall	49,118		49,118
Maguire Correctional Facility Prepare And Paint Interior Walls, Etc.	19,669		19,669
Maguire Correctional Facility Replace Two Back-Flow Preventers	3,645		3,645
Maguire Correctional Facility Replace Plastic Laminate Countertop	31,352		31,352
Maguire Correctional Facility Repair And Replace Shower Pans	50,000		50,000
Youth Services Center Replace Uninterrupted Power Supply	4,085		4,085
San Mateo Medical Center Replace Medical Vacuum Pump #2	11,242		11,242
Moss Beach Install Generator Load Bank	2,621		2,621
New Jail Project Management - Department of Public Works	63,170		63,170
Northern Courts /Administrative Offices of Courts Install Building Fire Alarm	23,337		23,337
Northern Courts Re-stripe Parking Lot	16,285		16,285
Northern Courts/ Administrative Offices of Courts Replace Main Air Handler	20,045		20,045
Northern Courts/ Administrative Offices of Courts Replace Supply Air Damper	4,083		4,083
Maguire Correctional Facility Install Ozone Laundry System	29,692		29,692
County Government Center Parking Structure Install Parking Meters	25,762		25,762
Construction Services Tower Road Prepare & Paint Wood Siding	541		541

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
Probation Department Replace Lead Solder Joints	2,038		2,038
Countywide Replace All Motor Cog Belts >10Hp	21,371		21,371
Construction Services Tower Road Replace Duct Furnace (Indoor Install)	1,412		1,412
Construction Services Tower Road Replace Lighting	122		122
San Carlos Airport Levees Complete Environmental Review	147,797		147,797
San Mateo Medical Center Clinic Fire Alarm Upgrade to Network Control Center	35,000		35,000
San Mateo Medical Center Clinic Analyze and Upgrade HVAC Cooling System	750,000		750,000
San Mateo Medical Center Clinic Replace Lobby Linoleum Flooring	54,719		54,719
San Mateo Medical Center Clinic Rebuild Dishwasher	45,000		45,000
San Mateo Medical Center Clinic Reseal Windows	5,676		5,676
South San Francisco Probation Install Smoke Detectors	50,000		50,000
Women's Correctional Facility Repair Sewer Line in Showers	21,899		21,899
Work Furlough Replace Restroom Exhaust Fans	9,771		9,771
Work Furlough Replace Roof	1,525		1,525
Subtotal Other County Projects - County General Fund	8,823,577	380,000	9,203,577
Cordilleras Building Replace Radiant Heaters		200,000	200,000
Maguire Intake Extension Conduct Feasibility Study		20,000	20,000
Mike Nevin Clinic Parking Structure Conduct Deck Repair Study		25,000	25,000
Old Maguire Correctional Facility Replace Control Room Panels		200,000	200,000
San Mateo Medical Center Replace Emergency Generator		180,000	180,000
San Mateo Medical Center Evaluate Emergency Water Tank Structure		30,000	30,000
Subtotal County Projects FCIS - County General Fund		735,000	735,000
ADA Requirements Countywide	8,083		8,083
Alameda Streetscape Replace Tree	37,894		37,894
County Energy Projects	35,848		35,848
County Facility Master Plan	11,025		11,025
Maguire Correctional Facility Replace Fire Alarm System	700,000		700,000
New Women's Jail	7,202		7,202
Old Courthouse Replace and Repair Windows	24,021		24,021

Capital Projects Summary FY 2011-12

Project Description	Reapprop 2010-11	New Approp 2011-12	Total Approp 2011-12
Ozone Laundry	2,127		2,127
Subtotal Other County Projects - Facility Surcharge	826,200		826,200
TOTAL OTHER PROJECTS	9,649,777	1,115,000	10,764,777
TOTAL ALL PROJECTS ALL FUNDS	16,533,239	7,106,552	23,639,791

PROGRAM SUMMARY

Department: Capital Projects

Division: Capital Projects

Program: Capital Projects

Program Outcome Statement

Centrally manage capital improvement projects in the County.

Description of Services

The Program includes one-time outlay of funds for construction, structural improvements, and nonstructural 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. The County also utilizes a five-year Capital Improvement Plan (CIP), which tracks all capital projects and their estimated costs and gives policy makers an instrument to schedule future projects and anticipate potential financial challenges.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

Appropriations in this budget unit are funded by the General Fund and other sources that can be used to fund capital improvement projects. The County has made a concerted effort to fund capital improvements at an appropriate level consistent with the five-year CIP. As a result, General Fund contributions towards capital maintenance projects have been maintained at FY 2008-09 levels despite the structural budget deficit.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$28,646,548	Total Sources	\$24,727,050
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$631,208	Federal Revenue	\$0
Other Revenue	\$25,672,277	Other Revenue	\$22,383,987
Fund Balance	\$2,343,063	Fund Balance	\$2,343,063
Total Requirements	\$28,646,548	Total Requirements	\$24,727,050
Gross Appropriations	\$27,170,467	Gross Appropriations	\$23,639,791
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$1,476,081	Reserves	\$1,087,259
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

Accumulated Capital Outlay Fund (8200B)
 Accumulated Capital Outlay Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(190)	55	200	68	(132)
Total Revenue	(190)	55	200	68	(132)
Fund Balance	5,883	5,693	5,748	5,803	55
TOTAL SOURCES	5,693	5,748	5,948	5,871	(77)
REQUIREMENTS					
Other Financing Uses				5,871	5,871
Net Appropriations				5,871	5,871
Contingencies/Dept Reserves		5,748	5,948		(5,948)
Non-General Fund Reserves	5,693				
TOTAL REQUIREMENTS	5,693	5,748	5,948	5,871	(77)

PROGRAM SUMMARY

Department: Capital Projects

Division: Construction Funds

Program: Accumulated Capital Outlay Fund

Program Outcome Statement

Funding source for Capital Projects.

Description of Services

The Accumulated Capital Outlay Fund contains appropriations for capital improvements, facilities maintenance projects and debt service payments. Revenue is generated from interest earned on the remaining funds in the Reserves account. The Fund is nearly depleted without an ongoing funding source.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$5,948	Total Sources	\$5,871
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$200	Other Revenue	\$68
Fund Balance	\$5,748	Fund Balance	\$5,803
Total Requirements	\$5,948	Total Requirements	\$5,871
Gross Appropriations	\$0	Gross Appropriations	\$5,871
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$5,948	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties		58			
Use of Money and Property	(109,284)	37,938	30,000	30,000	
Charges for Services	1,199,862	1,282,629	1,150,000	1,250,000	100,000
Other Financing Sources	29,156				
Total Revenue	1,119,734	1,320,626	1,180,000	1,280,000	100,000
Fund Balance	3,919,535	3,595,058	3,517,606	744,114	(2,773,492)
TOTAL SOURCES	5,039,269	4,915,684	4,697,606	2,024,114	(2,673,492)
REQUIREMENTS					
Services and Supplies		(621)			
Other Charges			861,687	872,170	10,483
Other Financing Uses	1,444,211	1,398,699	3,243,907	458,413	(2,785,494)
Net Appropriations	1,444,211	1,398,078	4,105,594	1,330,583	(2,775,011)
Non-General Fund Reserves	3,595,058	3,517,606	592,012	693,531	101,519
TOTAL REQUIREMENTS	5,039,269	4,915,684	4,697,606	2,024,114	(2,673,492)

PROGRAM SUMMARY

Department: Capital Projects

Division: Construction Funds

Program: Courthouse Construction Fund

Program Outcome Statement

Funds the construction, rehabilitation, leasing, and financing of courtrooms.

Description of Services

For every \$10.00 of all criminal and traffic fines, bail and imposed penalties, a \$2.25 penalty assessment, which is added to the fine, is placed into the Courthouse Construction Fund for purposes of construction, rehabilitation, lease, and financing of courtrooms. A penalty of \$1.00 for every \$10.00 in fines collected is also added to the Fund. In addition, this Fund is used to provide debt service for the Court's relocation project and Court's prorated share of debt service for the Youth Services Center.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of Results

The Northern / Southern Courts Seismic capital improvement project is 75% complete.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,697,606	Total Sources	\$2,024,114
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,180,000	Other Revenue	\$1,280,000
Fund Balance	\$3,517,606	Fund Balance	\$744,114
Total Requirements	\$4,697,606	Total Requirements	\$2,024,114
Gross Appropriations	\$4,105,594	Gross Appropriations	\$1,330,583
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$592,012	Reserves	\$693,531
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(35,403)	13,579	10,000	10,000	
Charges for Services	1,250,223	1,283,028	1,150,000	1,250,035	100,035
Total Revenue	1,214,820	1,296,608	1,160,000	1,260,035	100,035
Fund Balance	898,422	988,900	1,089,962	1,299,962	210,000
TOTAL SOURCES	2,113,242	2,285,508	2,249,962	2,559,997	310,035
REQUIREMENTS					
Other Financing Uses	1,124,582	1,195,546	1,100,000	1,100,000	
Net Appropriations	1,124,582	1,195,546	1,100,000	1,100,000	
Non-General Fund Reserves	988,660	1,089,962	1,149,962	1,459,997	310,035
TOTAL REQUIREMENTS	2,113,242	2,285,508	2,249,962	2,559,997	310,035

PROGRAM SUMMARY

Department: Capital Projects

Division: Construction Funds

Program: Criminal Justice Construction Fund

Program Outcome Statement

Funds the construction, rehabilitation, and financing of criminal justice facilities

Description of Services

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 assessment of \$1.50 is placed in this fund for every parking offense paid. The Probation Department also deposits \$1.00 for every \$10.00 collected pursuant to Government Code 76004.

Outcome Measures

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

N/A

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

N/A

N/A

N/A

Description of 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.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,249,962	Total Sources	\$2,559,997
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,160,000	Other Revenue	\$1,260,035
Fund Balance	\$1,089,962	Fund Balance	\$1,299,962
Total Requirements	\$2,249,962	Total Requirements	\$2,559,997
Gross Appropriations	\$1,100,000	Gross Appropriations	\$1,100,000
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$1,149,962	Reserves	\$1,459,997
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

Real Property Services (1220B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	256,961	256,539	253,909	253,909	
Charges for Services	147,038	44,934	50,000	20,000	(30,000)
Interfund Revenue	2,519,174	2,584,411	3,055,042	3,180,206	125,164
Miscellaneous Revenue	1,948	3,667			
Total Revenue	2,925,121	2,889,551	3,358,951	3,454,115	95,164
Fund Balance	122,564	307,889	94,092	94,092	
TOTAL SOURCES	3,047,685	3,197,440	3,453,043	3,548,207	95,164
REQUIREMENTS					
Salaries and Benefits	563,113	573,233	619,383	619,872	489
Services and Supplies	109,407	69,009	56,058	56,058	
Other Charges	13,832,514	14,022,731	14,569,005	14,669,853	100,848
Gross Appropriations	14,505,034	14,664,973	15,244,446	15,345,783	101,337
Intrafund Transfers	(11,765,238)	(11,561,625)	(11,859,883)	(11,866,056)	(6,173)
Net Appropriations	2,739,796	3,103,348	3,384,563	3,479,727	95,164
Contingencies/Dept Reserves	307,889	94,092	68,480	68,480	
TOTAL REQUIREMENTS	3,047,685	3,197,440	3,453,043	3,548,207	95,164
AUTHORIZED POSITIONS					
Salary Resolution	4.0	4.0	4.0	4.0	
Funded FTE	4.0	4.0	4.0	4.0	

DEPARTMENT OVERVIEW

Real Property

Department Mission Statement

Real Property serves County departments and other agencies by managing leased space, defining leased facility needs, identifying appropriate space alternatives, negotiating leases on competitive terms, and administering agreements throughout the term of the lease.

Who We Serve / What We Do

Services to County Departments and Other Local Agencies

- Manage the County's leased space and facility needs and identify appropriate alternatives
- Negotiate on competitive terms and administer lease agreement for its term
- Transaction services
- Buy and exchange property on behalf of the County
- Right of way transactions and street vacations
- Fiduciary responsibility
 - Take policy direction from the Board of Supervisors, including the recently adopted space standards and the shared vision of efficient land use.
 - Respond to client departments and the County Manager's Office to ensure that appropriate facilities are available for public services while minimizing related expenses.

Major Accomplishments

- Facilitated acquisition of Woodhouse Industrial Park property
- Acquired Circle Star Plaza
- Successfully renegotiated several leases for lower future cost to departments
- Structured lease and agreements for South County Health Consolidation

Net County Cost Breakdown

The Department's FY 2011-12 Recommended Budget is not funded by the County General Fund and has no Net County Cost

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$68,480	\$68,480
% of G/F Net Appropriations	1.9%	1.9%

PROGRAM SUMMARY

Department: Real Property

Division: Real Property Services Division

Program: Real Property Services

Program Outcome Statement

Improve real estate services for County departments and other public agencies

Description of Services

Real Property Services provides a wide range of real estate services and expertise to departments and other local agencies. These services include acquisition and disposition of property, negotiation and management of leases, property exchanges, right-of-way acquisition and street vacations. The Division defines leased facility needs, identifies appropriate alternatives, negotiates leases on competitive terms, and administers the lease agreements throughout the term.

Outcome Measures

Monthly Cost of County Leased Space (per square foot)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$2.35	\$2.30	\$2.30

Percent of customers satisfied with Real Property Services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
90%	92%	90%

Description of Results

Real Property Services is an internal service division and contributes to overall cost reduction by maintaining flat fees and absorbing increased costs. In FY 2011-12, Real Property will oversee 577,240 square feet of leased space and participate in the occupancy planning for the recently acquired Circle Star campus. The Division will evaluate the County's lease portfolio on an ongoing basis to identify opportunities to consolidate or eliminate sites, such as through the purchase of office facilities to fix costs and reduce reliance on leasing, or the implementation of the adopted space standards to reduce overhead.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,453,043	Total Sources	\$3,548,207
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,358,951	Other Revenue	\$3,454,115
Fund Balance	\$94,092	Fund Balance	\$94,092
Total Requirements	\$3,453,043	Total Requirements	\$3,548,207
Gross Appropriations	\$15,244,446	Gross Appropriations	\$15,345,783
Intrafund Transfers	\$(11,859,883)	Intrafund Transfers	\$(11,866,056)
Reserves	\$68,480	Reserves	\$68,480
Number of Positions	4.0	Number of Positions	4.0
Number of FTEs	4.0	Number of FTEs	4.0

Agricultural Commissioner/Sealer (1260B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	506,309	556,983	544,400	591,400	47,000
Fines, Forfeitures and Penalties	17,353	18,700			
Intergovernmental Revenues	2,264,161	2,377,602	2,331,248	2,373,785	42,537
Charges for Services	148,584	168,450	146,700	146,700	
Miscellaneous Revenue	2,419	22,458	200	200	
Total Revenue	2,938,826	3,144,194	3,022,548	3,112,085	89,537
Fund Balance	384,954	378,483	496,790	283,136	(213,654)
TOTAL SOURCES	3,323,780	3,522,677	3,519,338	3,395,221	(124,117)
REQUIREMENTS					
Salaries and Benefits	3,341,534	3,435,300	3,728,295	3,710,453	(17,842)
Services and Supplies	165,602	136,981	241,026	127,592	(113,434)
Other Charges	610,174	692,052	686,632	510,281	(176,351)
Net Appropriations	4,117,310	4,264,334	4,655,953	4,348,326	(307,627)
Contingencies/Dept Reserves	129,000	260,536	260,536	260,536	
TOTAL REQUIREMENTS	4,246,310	4,524,870	4,916,489	4,608,862	(307,627)
NET COUNTY COST	922,530	1,002,192	1,397,151	1,213,641	(183,510)
AUTHORIZED POSITIONS					
Salary Resolution	32.0	32.0	30.0	30.0	
Funded FTE	30.4	30.4	29.0	28.9	(0.1)

DEPARTMENT OVERVIEW

Agricultural Commissioner / Sealer

Department Mission Statement

To protect agricultural and environmental resources, promote the safe use of pesticides, provide consumer protection and ensure equity in the marketplace.

Who We Serve / What We Do

Services to Agricultural Industry and General Public

- High Risk Pest Exclusion- Pest Prevention inspections (10,239) of agricultural commodities entering the County at SFO and express carriers and truck shipments to nurseries
- Pest Detection insect trap placements (4,464) for early detection of unwanted harmful insect pests with 64,980 trap servicings annually
- Export commodity certifications (5,000) enabling County agricultural businesses to export agricultural crops
- Protect natural resources from invasive species and educate agricultural industry, retail nurseries and the public on the seriousness of new pest introductions
- Glassy-winged Sharp Shooter program inspections (3,010 inspections) prevent the spread of a serious pest from southern California and minimize the spread of Pierce's Disease, a threat to the grape industry
- Pesticide Regulation program focus is on worker safety, investigation of pesticide-related illness, protection of endangered species, monitoring of pesticide applications at sensitive sites and continuing education programs for growers and other pesticide users
- Golden Gate Produce Terminal (approximately 3 million containers inspected) inspections foster fair competition by enforcing fruit and vegetable quality standards and enforce labeling requirements on produce containers
- Wholesale nursery inspections allow nurseries to maintain nursery stock certification necessary to ship plants out of the County
- Certified Farmers' Market regulation involving verification that farmers are growing crops sold at a certified farmers' market and ensure certified farmers' markets are selling only certified agricultural products

Services to Business and General Public

- Weights and Measures Device and Point of Sale System (POS) inspections (9,540 devices and 818 POS inspected annually) ensure equity in the market place, fair business competition, monitors business compliance with laws and regulations, and promotes consumer confidence in the market place
- Ensures businesses sell their products as advertised
- Educates the public on their consumer rights

Major Accomplishments

- Initiated Paperless Office Project for Weights and Measures program documents
- Differential pay implemented to facilitate succession planning
- Began electronic submission of pesticide regulatory inspection forms to the Department of Pesticide Regulation in place of mailing paper copies
- Purchased hybrid large capacity scale prover truck to replace aging diesel truck
- Secured Bay Area Early Detection Network (BAEDN) funding for selected weed eradication projects
- Improved Water Meter testing facility to create safer and more efficient working conditions
- Increased use of regional dog teams to intercept pests at express carriers

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
State Grants Match*	\$834,279	\$929,001
Mandated Services**	\$562,872	\$284,640
Total Net County Cost	\$1,397,151	\$1,213,641

*Un-refunded Gas Tax (UGT) - California's Food and Agricultural Code Section 224 authorizes county agriculture departments to receive UGT funds if the County meets the Maintenance of Effort (MOE) for Agricultural Programs

**High Risk Pest Exclusion (HRPE) - State agreement requires MOE of agricultural programs net county cost at or above County expenditure levels of FY 97/98 (\$680K)

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$260,536	\$260,536
% of G/F Net Appropriations	5.6%	6.0%

Agricultural Commissioner / Sealer

FY 2011-12 Recommended Budget

	Total Requirements	General Fund Allocation	Page #
Agriculture: Pest Prevention and Pesticide Safety	\$3,687,090	\$960,296	5-51
Weights and Measures	\$921,772	\$253,345	5-52
Total	\$4,608,862	\$100,000	
Agriculture: Reduced Vehicle Replacement Charges	\$77,000	\$77,000	5-53

PROGRAM SUMMARY

Department: Agricultural Commissioner / Sealer

Division: Agricultural Commissioner / Sealer

Program: Agriculture: Pest Prevention and Pesticide Safety

Program Outcome Statement

Ensure a sustainable agricultural industry and safe community

Description of Services

Agriculture programs provide pest prevention and pesticide safety services for the agricultural industry, pest control businesses and the general public. Services include pest exclusion inspections at San Francisco International Airport (SFO), inspection of truck shipments to nurseries and express carriers, fruit and vegetable quality inspections and pest detection insect trapping. Pesticide regulation activities focus on worker safety, endangered species protection, and monitoring of pesticide applications at sensitive sites. Industry fees support certification of agricultural crops for export. All programs are State mandated.

Outcome Measures

Number of interceptions of harmful pests subject to State quarantine actions

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
135	200	200

Percent of agricultural and pest control businesses in compliance with pesticide regulatory requirements

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
97%	98%	98%

Description of Results

Pest prevention staff will inspect over 20,000 agricultural shipments and intercept 200 exotic pests potentially harmful to agriculture and the local community in FY 2011-12. Enforcement activities of the pesticide regulation program will result in a business compliance rate of 98%.

The State has Maintenance of Effort (MOE) requirements for two key funding sources. The State Unclaimed Gas Tax (UGT) is an annual subvention based on County expenditures for agricultural programs in the previous fiscal year. The MOE requires that General Fund expenditures remain at or above the average of the previous five years. The High Risk Pest Exclusion (HRPE) State agreement MOE requires agricultural programs have a Net County Cost (NCC) at or above County expenditure levels from FY 1997-98.

Proposed FY 2011-12 funding will meet both MOE requirements.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,933,191	Total Sources	\$3,687,090
General Fund Allocation	\$1,078,011	General Fund Allocation	\$960,296
State Revenue	\$2,317,548	State Revenue	\$2,360,085
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$140,200	Other Revenue	\$140,200
Fund Balance	\$397,432	Fund Balance	\$226,509
Total Requirements	\$3,933,191	Total Requirements	\$3,687,090
Gross Appropriations	\$3,724,762	Gross Appropriations	\$3,478,661
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$208,429	Reserves	\$208,429
Number of Positions	26.0	Number of Positions	26.0
Number of FTEs	25.0	Number of FTEs	25.0

PROGRAM SUMMARY

Department: Agricultural Commissioner / Sealer

Division: Agricultural Commissioner/Sealer

Program: Weights and Measures

Program Outcome Statement

Protect consumers and industry by ensuring equity and confidence in the marketplace

Description of Services

The Weights and Measures Program inspects commercial scales and meters (gasoline pumps, grocery scales, vehicle scales, taximeters, water meters, etc.) to verify the equipment is accurate and operating correctly. Devices found to comply with State standards are "sealed" to assure consumers that devices are accurate. The Program also performs scanner audits to verify pricing accuracy in retail establishments using price scanner systems. The Program promptly investigates complaints received from consumers, through the District Attorney's Office or from the State Division of Measurement Standards.

Outcome Measures

Percent of businesses in compliance with Weights and Measures consumer protection requirements

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
92%	92%	93%

Percent of business locations inspected for weights and measures requirements versus annual goals

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	99%	99%

Description of Results

The Department ensures that commercial scales and meters and scanner devices are accurate and that customers are getting what they paid for. In FY 2011-12, the Weights and Measures Program will conduct inspections at 2,800 business locations for weighing and measuring devices or price scanner systems and test over 9,500 weights and measures devices. The Program will meet 99% of its annual inspection goals, with enforcement activities resulting in a 90% compliance rate for San Mateo County businesses thereby benefitting both the consumer and industry.

In FY 2011-12, the Department will propose an increase in device registration fees imposed on industry to provide funding for regulatory inspections and testing of commercially-used weighing and measuring devices and price scanner systems. Such a fee will provide additional revenue to maintain the current level of inspection and service. The State sets the maximum fees that can be charged and the County is currently below the allowable fees.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$983,298	Total Sources	\$921,772
General Fund Allocation	\$319,140	General Fund Allocation	\$253,345
State Revenue	\$13,700	State Revenue	\$13,700
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$551,100	Other Revenue	\$598,100
Fund Balance	\$99,358	Fund Balance	\$56,627
Total Requirements	\$983,298	Total Requirements	\$921,772
Gross Appropriations	\$931,191	Gross Appropriations	\$869,665
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$52,107	Reserves	\$52,107
Number of Positions	4.0	Number of Positions	4.0
Number of FTEs	4.0	Number of FTEs	4.0

UNFUNDED PROGRAM SUMMARY

Department: Agricultural Commissioner / Sealer

Division: Agricultural Commissioner/Sealer

Reduction: Agriculture: Reduced Vehicle Replacement Charges

Description of Impacts from Budget Reduction

The Department prepaid motor vehicle replacement charges in FY 2010-11 for hybrid cars for the next several fiscal years. This will allow the FY 2011-12 motor vehicle replacement charge budget to be reduced without an impact on the amount due to Motor Pool for future replacement of these vehicles. There will be no impact to services as a result of this reduction.

FY 2011-12 Unfunded Budget

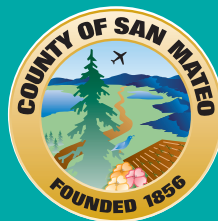
Total Sources	\$77,000	Total Requirements	\$77,000
General Fund Allocation	\$77,000	Gross Appropriations	\$0
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0



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 2011-12 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.



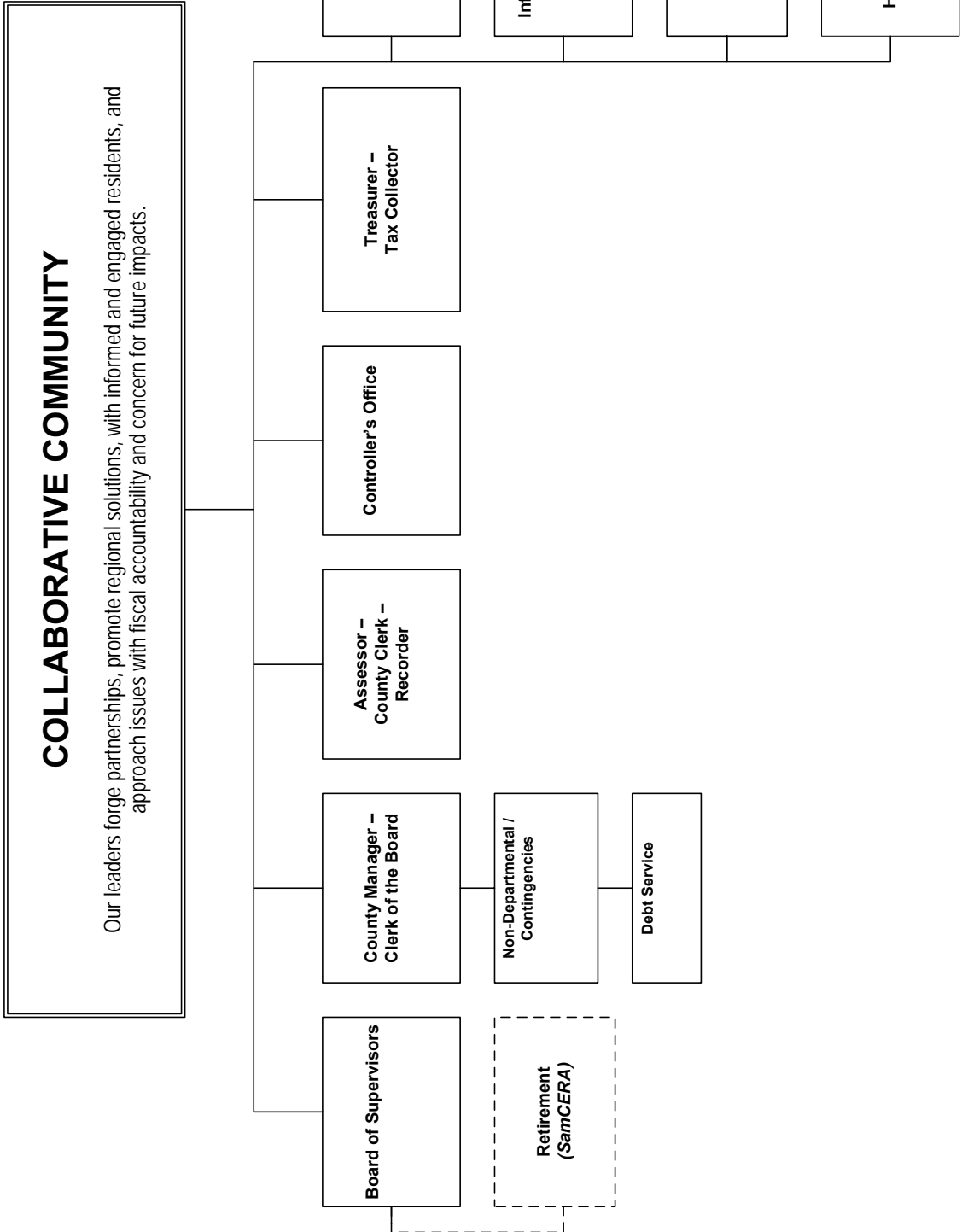
Environmentally Conscious Community

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



Collaborative Community

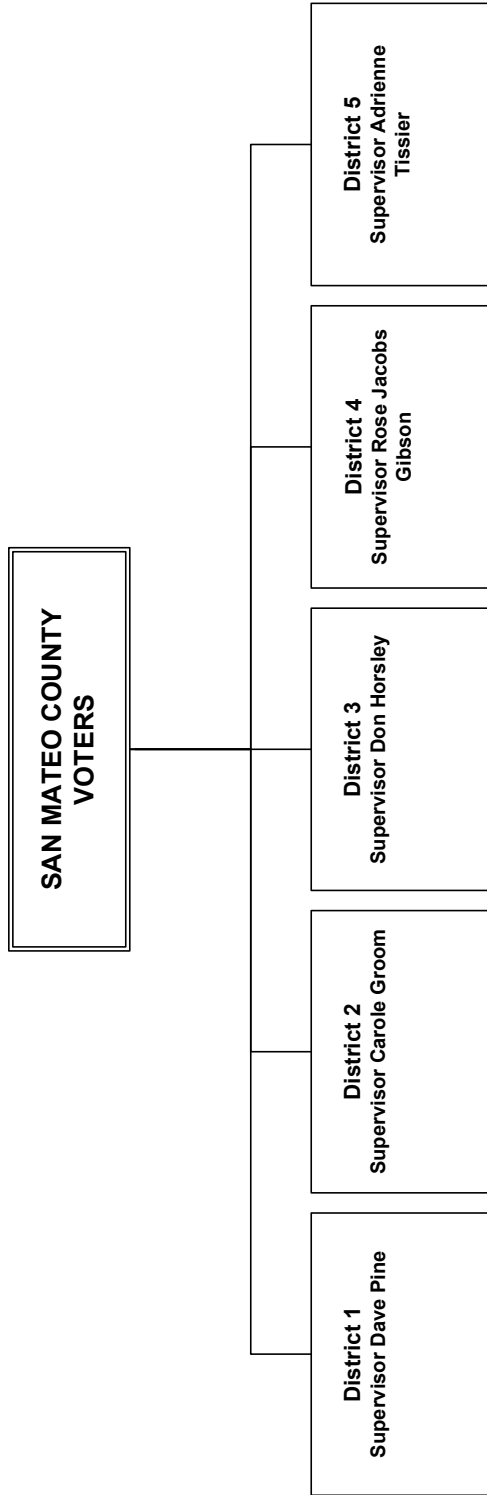
Our leaders forge partnerships, promote regional solutions, with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.



Collaborative Community FY 2011-12 All Funds Summary

Total Requirements	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
General Fund Budgets					
Board of Supervisors	3,091,674	3,343,815	3,669,530	3,599,290	(70,240)
County Manager/Clerk of the Board	8,487,726	9,063,623	11,159,684	9,672,780	(1,486,904)
Assessor-County Clerk-Recorder	21,626,683	18,977,149	19,897,457	19,923,889	26,432
Controller's Office	7,968,600	8,003,649	9,021,396	8,861,437	(159,959)
Treasurer - Tax Collector	7,462,727	7,096,605	10,291,795	9,830,316	(461,479)
County Counsel	8,845,409	9,014,519	10,232,016	9,536,237	(695,779)
Human Resources Department	8,737,689	8,867,527	9,531,757	8,782,181	(749,576)
Information Services Department	26,809,012	21,277,668	17,944,973	12,865,884	(5,079,089)
Grand Jury	610,583	613,993	722,432	665,571	(56,861)
Non-Departmental Services	205,458,675	182,725,621	227,127,025	183,268,698	(43,858,327)
Total General Fund	299,098,778	268,984,167	319,598,065	267,006,283	(52,591,782)
Non-General Fund Budgets					
Debt Service Fund	53,689,374	46,405,710	46,092,613	47,112,477	1,019,864
Total Non-General Fund	53,689,374	46,405,710	46,092,613	47,112,477	1,019,864
Total Requirements	352,788,153	315,389,878	365,690,678	314,118,760	(51,571,918)
Total Sources	730,223,816	723,027,395	694,027,341	616,449,448	(77,577,893)
Net County Cost	(377,435,663)	(407,637,517)	(328,336,663)	(302,330,688)	26,005,975
AUTHORIZED POSITIONS					
Salary Resolution	545.0	533.0	522.0	503.0	(19.0)
Funded FTE	538.2	531.1	517.7	497.4	(20.3)
FOR INFORMATION ONLY:					
Retirement Office (SamCERA)	3,906,632	3,841,324	5,963,700	6,291,417	327,717

BOARD OF SUPERVISORS



Board of Supervisors (1100B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue	2,567				
Total Revenue	2,567				
Fund Balance	351,835	388,315		323,385	323,385
TOTAL SOURCES	354,402	388,315		323,385	323,385
REQUIREMENTS					
Salaries and Benefits	2,580,470	2,818,084	3,189,790	3,154,285	(35,505)
Services and Supplies	219,758	182,318	258,695	240,500	(18,195)
Other Charges	180,613	189,316	221,045	204,505	(16,540)
Net Appropriations	2,980,840	3,189,718	3,669,530	3,599,290	(70,240)
Contingencies/Dept Reserves	110,834	154,097			
TOTAL REQUIREMENTS	3,091,674	3,343,815	3,669,530	3,599,290	(70,240)
NET COUNTY COST	2,737,272	2,955,500	3,669,530	3,275,905	(393,625)
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

FY 2011-12 Recommended Budget

Funded	Board of Supervisors	Total Requirements	General Fund Allocation	Page #
		\$3,599,290	\$3,275,905	6-6
	Total	\$3,599,290	\$3,275,905	
Unfunded				

PROGRAM SUMMARY

Department: Board of Supervisors

Division: Board of Supervisors

Program: Board of Supervisors

Program Outcome Statement

Protect and enhance community health, safety, welfare and natural resources

Description of Services

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.

Outcome Measures

Percent of 543 countywide Quality and Outcome Measures that met performance targets

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
73%	75%	75%

Percent of Quality and Outcome measures showing favorable performance trend over the last five years

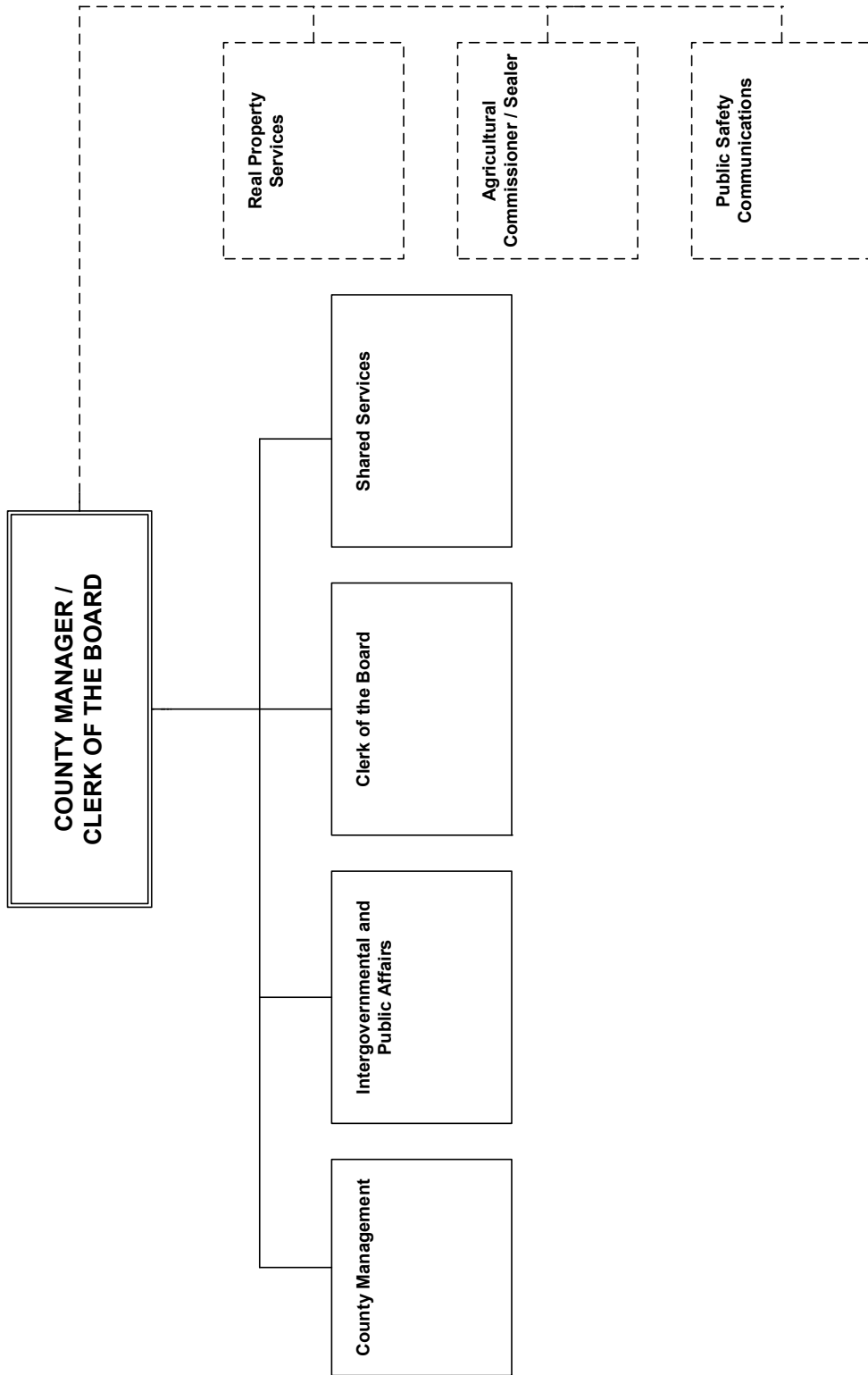
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
79%	80%	80%

Description of Results

Estimated year-end savings from all districts (Fund Balance) and salary savings from District 3 will be used to balance the Board's budget as part of a multi-year approach to maintain service levels until permanent solutions are put in place through FY 2013. Any staffing reductions will be made through attrition. 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 addressing the County's structural budget deficit through a priority-based process, the Board will also be providing leadership on a number of major policy issues over the next several years, including 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.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget																																																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Total Sources</td> <td style="text-align: right;">\$3,669,530</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$3,669,530</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$3,669,530</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$3,669,530</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">20.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">20.0</td> </tr> </table>	Total Sources	\$3,669,530	General Fund Allocation	\$3,669,530	State Revenue	\$0	Federal Revenue	\$0	Other Revenue	\$0	Fund Balance	\$0	Total Requirements	\$3,669,530	Gross Appropriations	\$3,669,530	Intrafund Transfers	\$0	Reserves	\$0	Number of Positions	20.0	Number of FTEs	20.0		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 30%;">Total Sources</td> <td style="text-align: right;">\$3,599,290</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$3,275,905</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$323,385</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$3,599,290</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$3,599,290</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">20.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">20.0</td> </tr> </table>	Total Sources	\$3,599,290	General Fund Allocation	\$3,275,905	State Revenue	\$0	Federal Revenue	\$0	Other Revenue	\$0	Fund Balance	\$323,385	Total Requirements	\$3,599,290	Gross Appropriations	\$3,599,290	Intrafund Transfers	\$0	Reserves	\$0	Number of Positions	20.0	Number of FTEs	20.0
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Total Requirements	\$3,669,530																																																	
Gross Appropriations	\$3,669,530																																																	
Intrafund Transfers	\$0																																																	
Reserves	\$0																																																	
Number of Positions	20.0																																																	
Number of FTEs	20.0																																																	
Total Sources	\$3,599,290																																																	
General Fund Allocation	\$3,275,905																																																	
State Revenue	\$0																																																	
Federal Revenue	\$0																																																	
Other Revenue	\$0																																																	
Fund Balance	\$323,385																																																	
Total Requirements	\$3,599,290																																																	
Gross Appropriations	\$3,599,290																																																	
Intrafund Transfers	\$0																																																	
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Number of FTEs	20.0																																																	

COUNTY MANAGER / CLERK OF THE BOARD



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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	128,430	12,232	13,100	11,500	(1,600)
Intergovernmental Revenues		13,349	1,954,590	1,602,599	(351,991)
Charges for Services	217,823	76,927	70,072	52,782	(17,290)
Interfund Revenue	221,539	214,797	122,209	83,955	(38,254)
Miscellaneous Revenue	89,897	115,789	83,950	116,763	32,813
Other Financing Sources	2,162	1,211	2,200	2,200	
Total Revenue	659,850	434,305	2,246,121	1,869,799	(376,322)
Fund Balance	1,777,770	1,925,041	2,336,245	1,907,729	(428,516)
TOTAL SOURCES	2,437,620	2,359,346	4,582,366	3,777,528	(804,838)
REQUIREMENTS					
Salaries and Benefits	5,488,151	5,192,774	5,896,872	6,002,164	105,292
Services and Supplies	1,107,742	1,298,370	3,241,652	2,699,777	(541,875)
Other Charges	1,822,783	1,774,976	900,044	936,342	36,298
Fixed Assets	32,351		10,000	15,000	5,000
Gross Appropriations	8,451,027	8,266,120	10,048,568	9,653,283	(395,285)
Intrafund Transfers	(646,551)	(497,666)	(556,322)	(310,387)	245,935
Net Appropriations	7,804,476	7,768,454	9,492,246	9,342,896	(149,350)
Contingencies/Dept Reserves	683,250	1,295,169	1,667,438	329,884	(1,337,554)
TOTAL REQUIREMENTS	8,487,726	9,063,623	11,159,684	9,672,780	(1,486,904)
NET COUNTY COST	6,050,106	6,704,277	6,577,318	5,895,252	(682,066)
AUTHORIZED POSITIONS					
Salary Resolution	40.0	40.0	38.0	38.0	
Funded FTE	39.5	40.0	38.0	38.0	(0.0)

County Memberships and Contributions

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

ORGANIZATION	Revised 2010-11	Recommended 2011-12	Change
Alliance for Innovation	7,500	7,500	0
Association of Bay Area Governments (ABAG)	71,426	71,426	0
California Administrative Officers Association (CAOA)	3,982	3,982	0
California State Association of Counties (CSAC)	95,047	95,047	0
City/County Association of Governments (C/CAG)	22,395	22,395	0
FishNet 4C	5,000	5,000	0
Housing Endowment and Regional Trust (HEART)	26,079	26,079	0
Joint Venture Silicon Valley Network	25,000	25,000	0
Local Agency Formation Commission (LAFCo)	87,827	77,004	(10,823)
National Association of Counties (NACO)	14,525	14,525	0
San Mateo County Library Joint Powers Authority	157,388	157,388	0
Urban County Caucus (UCC)	37,000	37,000	0
Memberships and Cost Shares Subtotal	563,573	552,750	(10,823)
Arts Providers	55,000	55,000	0
Half Moon Bay/Coastside Chamber of Commerce	5,000	5,000	0
National Organization to Insure a Sound-controlled Environment	1,155	1,155	0
Peninsula Conflict Resolution Center (PCRC)	8,320	8,320	0
San Mateo County Economic Development Association	15,000	15,000	0
Sustainable San Mateo County	9,000	9,000	0
Contributions Subtotal	93,475	93,475	0
Disaster Preparedness Day	30,000	30,000	0
Fatherhood Collaborative ¹	105,367	0	(105,367)
Middlefield Road Cultural Festival	15,000	15,000	0
Older Driver Traffic Safety Seminars	10,000	10,000	0
Seniors on the Move Conference	30,000	30,000	0
Sponsorships Subtotal	190,367	85,000	(105,367)
Total	847,415	731,225	(116,190)

¹ The FY 2011-12 General Fund contribution for the Fatherhood Collaborative has been moved from the Memberships and Contributions Program budget to the Board and Commissions budget within the Clerk of the Board.

DEPARTMENT OVERVIEW

County Manager / Clerk of the Board

Department Mission Statement

The County Manager/Clerk of the Board's mission is to lead San Mateo County's efforts to fulfill the Board of Supervisors' vision of a healthy, livable, prosperous, environmentally conscious and collaborative community.

Who We Serve / What We Do

Services to the community

- Intergovernmental and Public Affairs - Provides leadership developing policies; advocates for federal and state legislation to protect and/or enhance service delivery; engages and informs the community and employees through the news media, social media, Web-based applications, forums and educational events.
- Clerk of the Board - Sets and publishes public hearings, maintains historical records, responds to research requests; processes all property tax assessment appeals.
- Memberships and Contributions - Funds membership in local/state/national organizations to support regional efforts; funds services provided by community partners; contributes funding for County-sponsored events and activities.
- Achieve 180 - Second Chance Re-Entry (Federal Grant) - Collaborates with the criminal justice system departments, health experts and private agencies to help inmates succeed in the community after release.
- Energy Upgrade Grant (Association of Bay Area Governments) - Promotes the residential energy efficiency retrofit industry through community-based marketing and contractor outreach.

Services to the Board of Supervisors and County Departments

- Clerk of the Board - Prepares and publishes the Board of Supervisors' agenda and provides clerk and support services for Board meetings; administers the system for appointments to Boards and Commissions.
- Intergovernmental and Public Affairs - Develop the County's federal and state legislative agenda; prepare monthly newsletter and web-based communication to ensure employees are well informed; oversee federal re-entry grant.
- County Management (Countywide Strategic Planning) - Provides leadership and direction to achieve the Board and community's shared vision; coordinates and supports the activities of County departments; prepares the County budget.
- Budget and Performance - Ensures the County's financial success and organizational effectiveness by leading administrative, performance and budgetary efforts, and providing direction and guidance on County goals and policies. Shared Services – Ensures competitive pricing on goods and services purchased by departments, removes and re-uses surplus property, coordinates recycling of electronic waste, and delivers internal and external mail to County departments.

Major Accomplishments

- Conducted eight employee and five community budget forums, used Web-based tools to engage employees and residents in budget solutions, and held three workshops with the Board and departments to address the County's \$82 million structural deficit using a priority-based process
- Launched the pilot phase of the Collaborative Performance Management System to create a line of sight from employee goals to County and community outcomes
- Led the County's response and supported the City of San Bruno's crisis information during the PG&E pipeline explosion
- Coordinated countywide criminal justice realignment planning
- Prepared and issued first San Mateo County Children's Budget
- Managed the operation of \$1 million jail inmate re-entry initiative
- Managed Energy Upgrade grant to retrofit and reduce energy use in 750 homes
- Created SMC Saves Program to provide one-time funding to departments for innovative projects that will increase efficiency, save money or generate revenue

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
State Grants Match	\$350,000	\$349,414
Non-Mandated Services	\$6,227,318	\$5,545,838
Total Net County Cost	\$6,577,318	\$5,895,252

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$1,667,438	\$329,884
% of G/F Net Appropriations	17.6%	3.5%

County Manager / Clerk of the Board

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Clerk of the Board*	\$634,578	\$456,922	6-14
	Budget and Performance	\$1,061,281	\$704,872	6-15
	Countywide Strategic Planning	\$2,621,270	\$1,514,810	6-16
	Energy Upgrade California in San Mateo County	\$798,574	\$0	6-17
	Memberships and Contributions	\$731,225	\$731,225	6-18
	Intergovernmental and Public Affairs	\$1,193,401	\$865,947	6-19
	Second Chance, Re-entry Grant	\$1,153,439	\$349,414	6-20
	Purchasing, Mail and Surplus Property Services	\$1,479,012	\$1,272,062	6-21
	Total	\$9,672,780	\$5,895,252	
Unfunded	Reduce County Contribution for LAFCo	\$10,823	\$10,823	6-22
	Closure of the Copy Center	\$62,544	\$0	6-22
		Total	\$73,367	\$10,823

*Programs Added Back or Increased after the March Preliminary Budget Hearings (see following table for details).

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Fatherhood Collaborative	\$106,360			\$106,360
Total	\$106,360			\$106,360

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: Clerk of the Board

Program: Clerk of the Board

Program Outcome Statement

Increase Board satisfaction and access to public records

Description of Services

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.

Outcome Measures

Percent of Board members satisfied with the level of services provided by the Clerk of the Board

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	100%	100%

Percent of Board agenda items published online and on time

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	98%	100%

Description of Results

Reserves will be used as part of a multi-year approach to maintain service levels until permanent solutions are put in place through FY 2013. Any staffing reductions will be made through attrition. In Fiscal Year 2011-12, the Clerk of the Board will:

- Implement automated workflows and an electronic document management system to increase accuracy in agenda preparation, reduce number of days for posting agenda materials and minutes, increase percentage of agenda items published online and reduce usage of paper
- Maintain customer satisfaction ratings of 100%
- Maintain the level of Boards and Commission vacancies filled in the established time frame
- Review and improve the Assessment Appeals process by revisiting previous evaluations, analyzing workload and work flow, and exploring paperless options.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$579,740	Total Sources	\$634,578
General Fund Allocation	\$385,597	General Fund Allocation	\$456,922
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$38,250	Other Revenue	\$45,250
Fund Balance	\$155,893	Fund Balance	\$132,406
Total Requirements	\$579,740	Total Requirements	\$634,578
Gross Appropriations	\$423,847	Gross Appropriations	\$575,228
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$155,893	Reserves	\$59,350
Number of Positions	3.0	Number of Positions	3.0
Number of FTEs	3.0	Number of FTEs	3.0

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: County Management

Program: Budget and Performance

Program Outcome Statement

Improve the County's financial success and program performance

Description of Services

The Budget and Performance Unit ensures the financial success and organizational effectiveness of the County by leading Countywide administrative, performance and budgetary efforts and providing direction and guidance on County goals and policies. The unit plays a key role in planning to eliminate the structural budget deficit and maintaining the highest credit ratings among all California counties by applying best practices in fiscal and performance management, such as multi-year forecasting, outcome-based management, priority-based budgeting, and Fund Balance and Reserves policies.

Outcome Measures

Credit rating (issuer rating) from Standard and Poor's/Moody's rating agencies

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
AAA / Aa1	AAA / Aa1	AAA / Aa1

Percent of Countywide Quality/Outcome measures maintaining or showing improvement over prior year

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
62%	70%	80%

Description of Results

Reserves will be used as part of a multi-year approach to maintain service levels until permanent solutions are put in place through FY 2013. Any staffing reductions will be made through attrition. One Accountant is transferred to Support Services. The County's excellent credit ratings will be maintained and departments will be assisted with efforts to improve performance and financial success by:

- Implementing a two-year priority-based budget process to make time for performance initiatives
- Leading the pilot phase of the Collaborative Performance Management System (CPMS) for Countywide rollout through FY 2013
- Promoting benchmarking, learning and innovation
- Implementing projects to redesign Board agenda and Countywide contracts processes
- Redesigning internal service charges and exploring different funding models
- Developing a County Fee Policy.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,614,620	Total Sources	\$1,061,281
General Fund Allocation	\$1,258,211	General Fund Allocation	\$704,872
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$15,000	Other Revenue	\$15,000
Fund Balance	\$341,409	Fund Balance	\$341,409
Total Requirements	\$1,614,620	Total Requirements	\$1,061,281
Gross Appropriations	\$1,463,019	Gross Appropriations	\$1,214,082
Intrafund Transfers	\$(152,801)	Intrafund Transfers	\$(152,801)
Reserves	\$304,402	Reserves	\$0
Number of Positions	7.0	Number of Positions	6.0
Number of FTEs	7.0	Number of FTEs	6.0

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: County Management

Program: Countywide Strategic Planning

Program Outcome Statement

Increase customer satisfaction and Outcome Measures meeting targets

Description of Services

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.

Outcome Measures

Overall customer satisfaction rating for all County programs

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
91%	90%	90%

Percent of Headline Measures meeting performance targets for all County programs

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
73%	75%	80%

Description of Results

Reserves will be used as part of a multi-year approach to maintain service levels until permanent solutions are put in place through FY 2013. Any staffing reductions will be made through attrition. One Assistant County Manager has been added and funded by Reserves. One Accountant has been transferred from Budget and Performance to consolidate support services for the department. This program will save money, increase customer satisfaction and effectiveness in FY 2011-12 by:

- Working with the Board and departments on a two-year priority-based budgeting process
- Using a system-wide approach to prepare for State budget impacts and Realignment
- Rolling out the Collaborative Performance Management System (CPMS) to create a line of sight from employee goals and contributions to County goals and community outcomes
- Relocating departments from leased to County-owned space and using space standards
- Updating the IT Strategic Plan to address the future needs of the County and the community
- Collaborating with cities, schools and special districts on opportunities to share services.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,093,217	Total Sources	\$2,621,270
General Fund Allocation	\$1,584,960	General Fund Allocation	\$1,514,810
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$1,508,257	Fund Balance	\$1,106,460
Total Requirements	\$3,093,217	Total Requirements	\$2,621,270
Gross Appropriations	\$1,886,074	Gross Appropriations	\$2,350,736
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$1,207,143	Reserves	\$270,534
Number of Positions	6.0	Number of Positions	8.0
Number of FTEs	6.0	Number of FTEs	8.0

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: County Management

Program: Energy Upgrade California in San Mateo County

Program Outcome Statement

Increase number of residential energy retrofits completed in the County

Description of Services

San Mateo County is part of the Association of Bay Area Governments regional Energy Upgrade grant program. The grant promotes the energy retrofit industry by providing a variety of community based marketing activities including outreach to local building officials and coordinating with green building and retrofit training programs.

Outcome Measures

Number of homes retrofitted in San Mateo County

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	750

Number of community events attended per month to educate homeowners about Energy Upgrade

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	20	90

Description of Results

The San Mateo County Energy Upgrade California target is 750 retrofitted homes by March 30, 2012. The retrofit work is expected to create about 150 jobs and reduce home energy use by a total of 35 billion BTUs. To achieve this goal, project staff along with subcontractors and community partners will conduct outreach and education activities throughout the County. Outreach will include school based activities, work with city and town Green Teams, tables at community events, "home parties" to showcase completed retrofits, neighborhood canvassing and many other events. Marketing tools and materials include a statewide website with a San Mateo County specific page, educational videos, a regional call center, brochures and other printed informational material and a Facebook page.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget																																																
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Total Sources</td> <td style="text-align: right;">\$1,150,565</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$1,150,565</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$1,150,565</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$1,150,565</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">3.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">3.0</td> </tr> </table>	Total Sources	\$1,150,565	General Fund Allocation	\$0	State Revenue	\$1,150,565	Federal Revenue	\$0	Other Revenue	\$0	Fund Balance	\$0	Total Requirements	\$1,150,565	Gross Appropriations	\$1,150,565	Intrafund Transfers	\$0	Reserves	\$0	Number of Positions	3.0	Number of FTEs	3.0		<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 20%;">Total Sources</td> <td style="text-align: right;">\$798,574</td> </tr> <tr> <td> General Fund Allocation</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> State Revenue</td> <td style="text-align: right;">\$709,088</td> </tr> <tr> <td> Federal Revenue</td> <td style="text-align: right;">\$89,486</td> </tr> <tr> <td> Other Revenue</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Fund Balance</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Total Requirements</td> <td style="text-align: right;">\$798,574</td> </tr> <tr> <td> Gross Appropriations</td> <td style="text-align: right;">\$798,574</td> </tr> <tr> <td> Intrafund Transfers</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td> Reserves</td> <td style="text-align: right;">\$0</td> </tr> <tr> <td>Number of Positions</td> <td style="text-align: right;">3.0</td> </tr> <tr> <td>Number of FTEs</td> <td style="text-align: right;">3.0</td> </tr> </table>	Total Sources	\$798,574	General Fund Allocation	\$0	State Revenue	\$709,088	Federal Revenue	\$89,486	Other Revenue	\$0	Fund Balance	\$0	Total Requirements	\$798,574	Gross Appropriations	\$798,574	Intrafund Transfers	\$0	Reserves	\$0	Number of Positions	3.0	Number of FTEs	3.0
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PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: County Management

Program: Memberships and Contributions

Program Outcome Statement

Increase partnerships and promote regionalism

Description of Services

The Memberships and Contributions budget contains membership fees for the County's participation in regional, statewide and national organizations, such as the Association of Bay Area Governments (ABAG) and California State Association of Counties (CSAC). It also includes contributions for services provided by community partners such as arts providers and the Library Joint Powers Authority (JPA), and funding for County-sponsored activities such as Disaster Preparedness Day, Middlefield Road Cultural Festival, Older Driver Traffic Seminars and Seniors on the Move Conference.

Outcome Measures

Number of memberships in local, statewide and national organizations to promote regional efforts

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
11	11	11

Amounts allocated for contributions to community-based providers and sponsorships of events

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$574,459	\$431,230	\$325,863

Description of Results

The County's memberships in local, statewide and national organizations promote regional efforts and partnerships that contribute to achieving the County's goals. Contributions and sponsorships assist the County in providing services to the community and building relationships with local neighborhoods. Memberships include: CSAC, ABAG, Local Agency Formation Commission (LAFCo), Housing Endowment and Regional Trust (HEART), City/County Association of Governments (C/CAG), Joint Venture Silicon Valley Network, National Association of Counties, San Mateo County Economic Development Association, Alliance for Innovation, and California Administrative Officers Association. Contributions include: Arts providers, Half Moon Bay/Coastside Chamber, Peninsula Conflict Resolution Center, Library JPA and Sustainable San Mateo County. The Fatherhood Collaborative funding for a Community Program Specialist in the Human Services Agency is being funded for one additional year.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$847,415	Total Sources	\$731,225
General Fund Allocation	\$847,415	General Fund Allocation	\$731,225
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$847,415	Total Requirements	\$731,225
Gross Appropriations	\$847,415	Gross Appropriations	\$731,225
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: Intergovernmental and Public Affairs

Program: Intergovernmental and Public Affairs

Program Outcome Statement

Advance the legislative agenda and improve communication with residents and employees

Description of Services

Two distinct services are provided by this program: legislation and communications. The legislation branch works with the Board of Supervisors, departments and state and federal legislators to create and promote legislation that furthers the County's interests. The communications branch seeks to inform the public and employees about the County. The branch uses tools such as the news media, social media, Web-based applications, public meetings and special events. In fiscal year 2011-2012, the two branches plan to act on 50 strategies that will advance the County's mission and Shared Vision 2025.

Outcome Measures

Percent of departments and community partners satisfied with IGPA services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
87%	90%	90%

Percentage of residents and employees who participated in engagement activities

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	N/A	80%

Description of Results

In the 2011-2012 fiscal year, the legislative branch plans to prepare the County's Legislative Agenda, lead efforts to ensure a favorable realignment of state services and support the goals of other departments by seeking federal funding and grant opportunities. Both the legislative and communications branches of Intergovernmental and Public Affairs plan to build capacity by organizing trainings, preparing outreach materials and developing templates. The communications branch plans to improve crisis communications by working with other departments and outside agencies on training and preparation. Engagement efforts will include organizing and hosting public forums such as a re-branded Citizens Academy. Community involvement and feedback via the web will be emphasized in the creation of a web strategic plan. The program will work to continue to improve web usability by securing a new web content management system.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,160,319	Total Sources	\$1,193,401
General Fund Allocation	\$861,698	General Fund Allocation	\$865,947
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$298,621	Fund Balance	\$327,454
Total Requirements	\$1,160,319	Total Requirements	\$1,193,401
Gross Appropriations	\$1,160,319	Gross Appropriations	\$1,193,401
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	5.0	Number of Positions	5.0
Number of FTEs	5.0	Number of FTEs	5.0

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: Intergovernmental and Public Affairs

Program: Second Chance, Re-entry

Program Outcome Statement

Improve public safety by reducing recidivism

Description of Services

This Program works with the criminal justice system, health experts and private agencies to help inmates succeed in the community after their release. Achieve 180, funded through a federal grant, works with high-risk inmates to develop services tailored to each individual. These services are proven by research to reduce recidivism. Alcohol and drug treatment, job and life skills, and one-on-one mentoring are among the services offered to inmates.

Outcome Measures

Achieve 180 clients receiving continuous care and support services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
71	180	200

Percentage of individuals who have successfully completed the program

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
0%	10%	22%

Description of Results

In the 2011-12 fiscal year, the Achieve 180 program aims to provide evidence-based services to 200 high-risk inmates and increase the percent of participants who successfully complete the program from ten percent to twenty-two percent. Achieve 180 will continue to match inmates with mentors. Supplemental grant funding for transitional employment opportunities and life-skills training will be sought and programs that had a positive impact on families will be explored further. Efforts to strengthen the program include working with public agencies and private companies to remove barriers to employment and housing for formerly incarcerated people. The Achieve 180 program saves San Mateo County taxpayers an estimated \$42,000 per year by avoiding additional incarcerations.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,154,025	Total Sources	\$1,153,439
General Fund Allocation	\$350,000	General Fund Allocation	\$349,414
State Revenue	\$804,025	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$804,025
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,154,025	Total Requirements	\$1,153,439
Gross Appropriations	\$1,154,025	Gross Appropriations	\$1,153,439
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	1.0	Number of Positions	1.0
Number of FTEs	1.0	Number of FTEs	1.0

PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: Shared Services

Program: Purchasing, Mail and Surplus Property Services

Program Outcome Statement

Save money through competitive bids, re-use of property and internal mail system

Description of Services

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. Copying services will be discontinued in FY 2011-12.

Outcome Measures

Percent of customer survey respondents rating services good or better - Purchasing / Mail

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
92% / 96%	92% / 96%	90% / 90%

Dollars Saved through Vendor Agreements and using internal Mail Services

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$8,779,319	\$8,769,000	\$8,769,000

Description of Results

The Shared Services Program continues to receive high customer satisfaction ratings. In FY 2009-10, over 90% of customers rated the services provided as good or better. Staff process over 4.2 million pieces of mail and handles \$45 million in purchasing requests. Efforts to save County resources resulted in nearly \$9 million in savings in FY 2009-10 through the use of vendor agreements, purchase orders and utilization of Pony mail (internal) rather than U.S. Mail. During the current fiscal year, staff partnered with departments to issue Request for Proposals, developed specifications and issued an Invitation to Bid for a hazardous waste response vehicle, issued Request for Proposal for auction services and selected a vendor for a three year contract, and provided Countywide training on purchasing processes. In FY 2011-12 the Copy Center will be closed due reduced usage. The closure will result in the elimination of one filled Lead Copy Operator.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,559,783	Total Sources	\$1,479,012
General Fund Allocation	\$1,289,437	General Fund Allocation	\$1,272,062
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$238,281	Other Revenue	\$206,950
Fund Balance	\$32,065	Fund Balance	\$0
Total Requirements	\$1,559,783	Total Requirements	\$1,479,012
Gross Appropriations	\$1,963,304	Gross Appropriations	\$1,636,598
Intrafund Transfers	\$(403,521)	Intrafund Transfers	\$(157,586)
Reserves	\$0	Reserves	\$0
Number of Positions	13.0	Number of Positions	12.0
Number of FTEs	13.0	Number of FTEs	12.0

UNFUNDED PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: County Management

Reduction: Reduce County contribution for LAFCo

Description of Impacts from Budget Reduction

The decrease in contributions reflects a reduction to the Commission's operating budget as a way to decrease the financial burden on the County, cities and special districts that contribute towards the funding of LAFCo. Examples include eliminating commissioner compensation for extra meetings, reducing printing and postage costs, reducing travel expenses to reflect projected expenditures, sharing secretarial support, and reducing County Counsel expenses by \$5,000. The actual impact is minimal. This is a proposed estimate and is not final until the LAFCo Commission adopts its budget in September. The County, cities and special districts equally contribute toward LAFCo operating costs.

FY 2011-12 Unfunded Budget

Total Sources	\$10,823	Total Requirements	\$10,823
General Fund Allocation	\$10,823	Gross Appropriations	\$10,823
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: County Manager / Clerk of the Board

Division: Shared Services

Reduction: Closure of the Copy Center

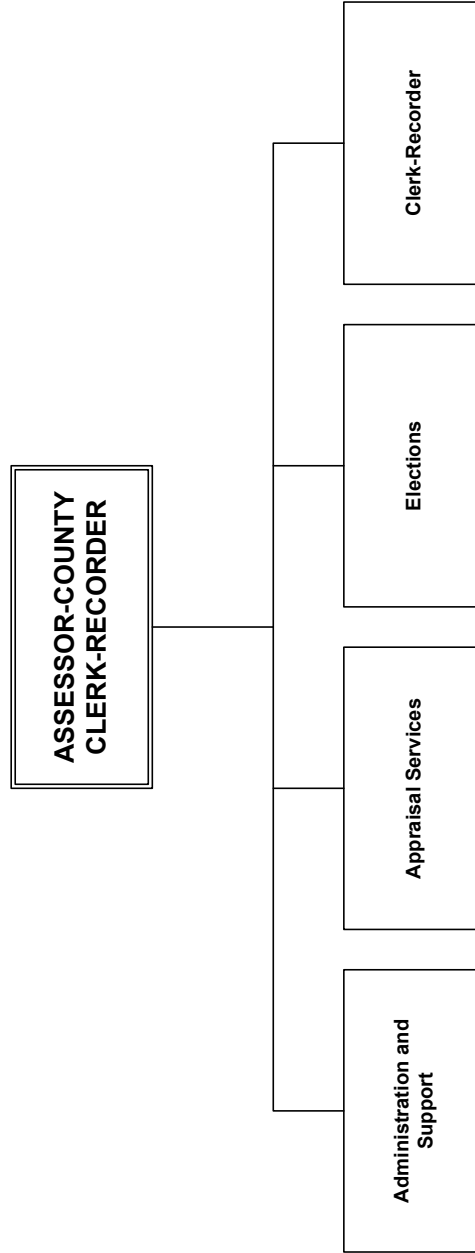
Description of Impacts from Budget Reduction

The Copy Center is projected to end FY 2010-11 with a deficit of \$95,000 due to declining work requests from County departments, a trend that is expected to continue into FY 2011-12 and beyond. Departments are more frequently sharing documents electronically and making more documents available online. It is anticipated that continuing Copy Center Operations would require a substantial investment in new equipment that will cost at least \$125,000 annually over the next five years because the current equipment is at the end of useful life. This increase in costs, in addition to the \$95,000 operating deficit, will need to be passed on to a declining base of customers. The impact of discontinuing Copy Center operations includes the elimination of one filled Lead Copy Operator position, and potentially increased costs and wait times for County departments by using external vendors. However, these increases in costs will be less than what departments would have to pay if the operating deficit and cost of new equipment were added to existing charges.

FY 2011-12 Unfunded Budget

Total Sources	\$62,544	Total Requirements	\$62,544
General Fund Allocation	\$0	Gross Appropriations	\$(308,480)
State Revenue	\$0	Intrafund Transfers	\$(245,935)
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$62,544	Funded FTE	1.0

ASSESSOR - COUNTY CLERK - RECORDER



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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	282,790	20,599		173,490	173,490
Charges for Services	10,839,358	9,503,479	9,193,130	9,467,105	273,975
Miscellaneous Revenue	80,637	69,549	5,700	11,000	5,300
Total Revenue	11,202,785	9,593,628	9,198,830	9,651,595	452,765
Fund Balance	536,789	1,222,009	1,556,215	1,654,491	98,276
TOTAL SOURCES	11,739,574	10,815,637	10,755,045	11,306,086	551,041
REQUIREMENTS					
Salaries and Benefits	14,411,779	13,545,729	14,832,576	15,927,283	1,094,707
Services and Supplies	5,182,372	3,953,508	3,086,580	4,435,335	1,348,755
Other Charges	2,012,776	2,154,824	2,100,268	2,087,485	(12,783)
Fixed Assets	19,756	19,043	141,600	20,000	(121,600)
Gross Appropriations	21,626,683	19,673,104	20,161,024	22,470,103	2,309,079
Intrafund Transfers		(1,798,964)	(952,770)	(3,859,000)	(2,906,230)
Net Appropriations	21,626,683	17,874,140	19,208,254	18,611,103	(597,151)
Contingencies/Dept Reserves		1,103,009	689,203	1,312,786	623,583
TOTAL REQUIREMENTS	21,626,683	18,977,149	19,897,457	19,923,889	26,432
NET COUNTY COST	9,887,109	8,161,512	9,142,412	8,617,803	(524,609)
AUTHORIZED POSITIONS					
Salary Resolution	119.0	113.0	114.0	111.0	(3.0)
Funded FTE	119.0	113.2	113.4	110.7	(2.7)

DEPARTMENT OVERVIEW

Assessor-County Clerk-Recorder and Elections

Department Mission Statement

Our mission is to maintain an accurate public record of recorded transactions relating to people, businesses and property within San Mateo County; ensure equitable treatment of County property owners by providing timely and fair valuation of land, improvements, businesses and personal property; maintain accurate voter registration files; and conduct accurate and secure elections on behalf of the citizens of San Mateo County.

Assessor: Who We Serve / What We Do

Services to property owners and state and local government

- Produces accurate and timely assessment rolls (including the Secured, Unsecured, and Supplemental rolls) by annually assessing approximately 236,000 parcels and businesses that comprise the \$141 B property assessment roll, which provides a predictable revenue stream to support local government
- Defends the County's valuations before the AAB and/or the Courts
- Negotiates stipulations and the withdrawals of appeals
- Audits business personal property accounts for compliance and revenue
- Values complex and diverse properties (e.g., the San Francisco International Airport, Stanford Linear Accelerator, biotech properties, etc.)
- Reports real-time financial data online in accessible formats to support local governments that rely on the information for planning and budgeting
- Creates jurisdictional and parcel maps using legal descriptions
- Timely administers tax relief programs including reassessments due to calamity
- Conducts 571-L Workshops on filing business personal property tax statements

Registration and Elections: Who We Serve / What We Do

Services to voters, federal, state and local government, candidates and the public

- Registers voters and conducts fair and accurate elections
- Accepts filings from candidates, holds seminars & publishes the Candidate Guide
- Conducts outreach to underrepresented minority communities and disabled voters
- Provides accessible polling places and voting machines in accordance with law
- Recruits, trains, and places poll workers and student poll workers
- Delivers timely information to customers in-person, in print and on the Internet
- Creates trilingual voter information in accordance with the Voting Rights Act

County Clerk-Recorder: Who We Serve / What We Do

Services to the business sector and the public

- Records and makes available to the public all documents relating to land records (e.g., deeds, mortgages, liens, etc.)
- Researches and collects Documentary Transfer Tax when property changes ownership
- Issues marriage licenses, performs ceremonies, and deputizes commissioners
- Files all Fictitious Business Name Statements
- Provides certified copies of birth, death and marriage certificates
- Files professional registrations (e.g., notaries, process server, humane officer)
- Acts as the official public noticing agency for other jurisdictions

- Maintains a publicly searchable database of vital records, grantor/grantee transfers, property characteristics, and fictitious business names
- Collects fees for other County departments (e.g., HSA Domestic Violence Program)

Administration: Who We Serve/What We Do

Services to the general public, state and local government, the media, and staff

- Manages the budget, prepares and monitors the financials, and handles contracts, payroll, as well as accounts payable and receivables
- Leads the technology group, upgrades and maintains the IT systems, and supports the staff at CARE, a department wholly dependent on technology
- Acts as the Filing Officer for those required by law to file the Conflict of Interest /Financial Disclosure Form 700 to the FPPC and maintains Loyalty Oaths
- Coordinates all County LMS and required Board of Equalization certification training
- Creates dynamic and comprehensive public information to educate and inform the public, the staff, and elected officials of the rights, opportunities, programs, changes in the law, and consumer protection issues using media outlets and the Internet

Major Accomplishments

- Launched the e-Recording of property documents
- Initiated an online and paper process to allow voters to “Go Green” by exercising their right to opt out of receiving a paper voter pamphlet in the mail
- Conducted the first countywide all-mail special election
- Resolved 10 years of outstanding Genentech litigation
- Preserved \$34.4 M in property tax revenue (Real Property only) through stipulations, withdrawals and county affirmed positions before the Assessment Appeals Board and the Court during the 2010 calendar year
- Converted 447,656 pages of parcel files and Business Statements into electronic files increasing productivity while saving paper, storage, and retrieval costs

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
Mandated Services	\$9,158,695	\$8,631,016
Non-Mandated Services	\$(16,283)	\$(13,213)
Reserves Policy	\$384,165	\$372,222
Total Net County Cost	\$9,142,412	\$8,617,803

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$689,203	\$1,312,786
% of G/F Net Appropriations	3.6%	7.1%

Assessor-County Clerk-Recorder

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Assessor-County Clerk-Recorder Administration and Support	\$1,110,452	\$784,548	6-29
	Appraisal Services*	\$11,438,920	\$5,839,529	6-30
	County Clerk-Recorder*	\$3,359,538	\$161,688	6-31
	Elections	\$4,014,979	\$1,832,038	6-32
	Total	\$19,923,889	\$8,617,803	
Unfunded	Administration and Support-Eliminate Filled Program Services Manager II**	\$152,219	\$152,219	6-33
	Appraisal Services-Eliminate Vacant Assessor-Recorder Services Supervisor	\$100,216	\$100,216	6-33
	Appraisal Services-Eliminate Vacant Drafting Technician II	\$94,024	\$94,024	6-34
	Total	\$346,459	\$346,459	

*Programs Added Back or Increased after the March Preliminary Budget Hearings (see following table for details).

**New reductions after the March Preliminary Budget Hearings.

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Auditor-Appraiser II	\$117,904			\$117,904
Appraiser II	\$117,904			\$117,904
Assessor Recorder Technician II- Unclassified	\$81,376			\$81,376
Office Services Manager	\$117,623			\$117,623
Assessor Recorder Technician III	\$86,860			\$86,860
Total	\$521,667			\$521,667

PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: Administration and Support

Program: Assessor-County Clerk-Recorder Administration and Support

Program Outcome Statement

Maintain the Department's high quality technical and fiscal operations

Description of Services

The Administrative and Support Program provides the Assessor-County Clerk-Recorder and Elections Office with administrative, fiscal and technological support as well as communications and legislative leadership. Administration and Support serves as the filing officer for the Conflict of Interest Code Form 700 and Loyalty Oaths, monitors professional certification compliance, and ensures access to public information and services on the Department's CARE websites.

Outcome Measures

Percent of Information Technology Customer Service Respondents Rating Services Good or Better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
87%	90%	90%

Administration and Support Costs as Percent of Total Department Budget

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
6.1%	6.8%	6.8%

Description of Results

The Administration and Support Program is responsible for establishing the priorities, setting the tone and promoting a standard of excellence throughout the Department. Five equally critical categories of resources are the basis for this mission: people, programs, finance, facilities and technology. The Division supports all Assessor-County Clerk-Recorder and Elections Office employees. The Division is measured by an outcome measure entitled, "Percent of Information Technology Customer Survey Respondents Rating Services Good or Better," because technology is critical to every area within the Department. The functions of the Department rely on a stable information technology environment which includes 24/7 access and user-friendly technology tools. The Program also uses the outcome measure, "Administration and Support Costs as Percent of Total Department Budget" to ensure that administrative costs are always monitored and the Administration and Support budget is appropriate.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,273,601	Total Sources	\$1,110,452
General Fund Allocation	\$948,151	General Fund Allocation	\$784,548
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$325,450	Other Revenue	\$325,904
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,273,601	Total Requirements	\$1,110,452
Gross Appropriations	\$1,273,601	Gross Appropriations	\$1,110,452
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	8.0	Number of Positions	7.0
Number of FTEs	8.0	Number of FTEs	7.0

PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: Appraisal Services

Program: Appraisal Services

Program Outcome Statement

Assess and audit property fairly; defend property valuations

Description of Services

The Assessor's Office fairly assesses and audits all property for taxpayers, which maintains the property tax revenue stream for local government. The Assessor's Office also preserves the value of the assessment roll by effectively negotiating stipulations with potential appellants and defending the County's opinion of value before the Assessment Appeals Board and the courts. The office works closely with the fiscal and administrative leaders of the cities, schools, special districts and the county to keep them apprised of roll valuation changes which is essential for local government planning and budgeting.

Outcome Measures

Percent of Real Property Activities Processed by Close of Roll		
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	90%	90%
Median Days from Residential Sale to Notice of Supplemental Assessment		
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
14	25	25

Description of Results

The Change in Ownership and Real Property Groups contribute to the production of the secured assessment roll and are primarily responsible for the two Outcome Measures of the "Median Days from Residential Sale to Notice of Supplemental Assessment" and the "Percent of Real Property Activities Processed by Close of Roll". The Business Property Group is responsible for the production of the unsecured assessment roll by valuing the business' property on their annual statements (571L form). The Appraisal Support Group assists in the production of both the secured and unsecured property tax assessments. The accomplishment of an accurate and timely assessment roll provides a predictable revenue stream which supports local government. The timely notice of supplemental assessments contributes to the collection of revenue for local government and protects the property owner from a late, surprise assessment.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$11,012,225	Total Sources	\$11,438,920
General Fund Allocation	\$5,735,110	General Fund Allocation	\$5,839,529
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,927,000	Other Revenue	\$4,147,000
Fund Balance	\$1,350,115	Fund Balance	\$1,452,391
Total Requirements	\$11,012,225	Total Requirements	\$11,438,920
Gross Appropriations	\$10,563,022	Gross Appropriations	\$10,462,841
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$449,203	Reserves	\$976,079
Number of Positions	74.0	Number of Positions	72.0
Number of FTEs	73.4	Number of FTEs	72.0

PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: County Clerk-Recorder

Program: County Clerk-Recorder

Program Outcome Statement

Record property transfers timely; preserve public / vital records

Description of Services

The County Clerk-Recorder records documents such as property transfers and vital records; issues marriage licenses and marries couples; registers notaries public and other professionals; provides vital records to the public; and acts as the custodial guardian of the county's official public records.

Outcome Measures

Percent of Documents Recorded Electronically

FY 2009-10 Actual

7%

FY 2010-11 Estimate

8%

FY 2011-12 Target

10%

Percent of Customer Survey Respondents Rating Services Good or Better

FY 2009-10 Actual

91%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Description of Results

The County Clerk-Recorder is responsible for providing direct services to the public including recording property transactions, issuing marriage licenses and filing fictitious business name statements. On a daily basis, the Office receives 250 telephone calls, 100 walk in customers and approximately 700 documents for recording. The two Outcome Measures for this Division demonstrate and measure the Department's efforts to streamline and automate processes while continuing to give excellent customer service. These measures are: "Percent of Documents Recorded Electronically" and "Percent of Customer Survey Respondents Rating Services Good or Better". In FY 2011-12, the Office expects to electronically record ten percent of all documents recorded. Electronically recording documents decreases the amount of time it takes to make records available to the public. With respect to customer service, the office expects that 90% of customers will rate services good or better in FY 2011-12.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,610,403	Total Sources	\$3,359,538
General Fund Allocation	\$167,753	General Fund Allocation	\$161,688
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,438,650	Other Revenue	\$3,197,850
Fund Balance	\$4,000	Fund Balance	\$0
Total Requirements	\$3,610,403	Total Requirements	\$3,359,538
Gross Appropriations	\$3,370,403	Gross Appropriations	\$3,119,538
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$240,000	Reserves	\$240,000
Number of Positions	21.0	Number of Positions	21.0
Number of FTEs	21.0	Number of FTEs	21.0

PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: Elections

Program: Elections

Program Outcome Statement

Increase number of voters / conduct fair, accurate elections

Description of Services

The Elections Office enables citizens to exercise their democratic right to elect a representative government; facilitates the peaceful transition of power through the conduct of elections; recalls and recounts for all levels of government; maintains the voter registration roll, election archives, and a publicly accessible web site; verifies the signatures on initiatives, referendums, measures, state propositions, and constitutional amendments; maintains the political boundaries within the county; and provides election information in Chinese and Spanish.

Outcome Measures

Percent of Eligible Voters Registered to Vote

FY 2009-10 Actual

70%

FY 2010-11 Estimate

70%

FY 2011-12 Target

72%

Percent of Registered Voters Who Voted in the Last Election

FY 2009-10 Actual

38%

FY 2010-11 Estimate

60%

FY 2011-12 Target

28%

Description of Results

The Elections Office is responsible for registering voters and conducting elections. The Office provides community education to increase voter registration and turnout while performing all of the logistical and administrative functions of the office. There are expectations that vote-by-mail will increase in the future, especially for the Presidential elections in 2012. The two Outcome Measures for the Elections Office are: "Percent of Eligible Voters Registered to Vote" and "Percent of Registered Voters Who Voted in the Last Election." In FY 2011-12, the Elections Office expects 72% of eligible voters to be registered to vote. The Elections Office devotes time, resources and effort toward these two measures in recognition that active participation from all communities in the County lends itself to a more representative type of government. What is not measured by these two performance measures is the staffing ratio to registered voters. If this were measured, it would show the Elections Office's remarkable efficiency and its current vulnerabilities.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,001,228	Total Sources	\$4,014,979
General Fund Allocation	\$2,291,398	General Fund Allocation	\$1,832,038
State Revenue	\$0	State Revenue	\$173,490
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,507,730	Other Revenue	\$1,807,351
Fund Balance	\$202,100	Fund Balance	\$202,100
Total Requirements	\$4,001,228	Total Requirements	\$4,014,979
Gross Appropriations	\$4,953,998	Gross Appropriations	\$7,777,272
Intrafund Transfers	\$(952,770)	Intrafund Transfers	\$(3,859,000)
Reserves	\$0	Reserves	\$96,707
Number of Positions	11.0	Number of Positions	11.0
Number of FTEs	11.0	Number of FTEs	11.0

UNFUNDED PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: Administration and Support

Reduction: Administration and Support - Eliminate Filled Program Services Manager II

Description of Impacts from Budget Reduction

The elimination of the filled Program Services Manager II will impact the Department by increasing the workload and responsibilities of the four Deputy Assessor-County Clerk-Recorders. As the Assessor-County Clerk Recorder has already experienced a reduction in management staff, this added workload could affect the Department's ability to respond in a timely manner to inquiries from the public, other government agencies, and other county Departments. This reduction could also affect the Department's ability to plan or participate in countywide programs, internal Department programs and other discretionary activities. Finally, eliminating the position will result in less community outreach and a diminished capacity to prepare written reports, policies, procedures and contracts.

FY 2011-12 Unfunded Budget

Total Sources	\$152,219	Total Requirements	\$152,219
General Fund Allocation	\$152,219	Gross Appropriations	\$152,219
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: Appraisal Services

Reduction: Appraisal Services - Eliminate Vacant Assessor-Recorder Services Supervisor

Description of Impacts from Budget Reduction

Eliminating the vacant Assessor-Recorder Services Supervisor position will impact scanning operations and the supervision of seasonal extra help employees used to conduct the close of the property tax roll. There will be an impact to Scanning Operations but this work can be absorbed and reassigned within the department. Supervision of seasonal extra help employees will also be absorbed by other supervisors in the department. Departmental Records Archiving and Management, Records Retention and Destruction cannot be absorbed by current staffing and will only be completed on a periodic basis. Although this position is assigned to the Appraisal Services unit, Departmental Records Archiving and Management, Records Retention and Destruction are department-wide functions.

FY 2011-12 Unfunded Budget

Total Sources	\$100,216	Total Requirements	\$100,216
General Fund Allocation	\$100,216	Gross Appropriations	\$100,216
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

UNFUNDED PROGRAM SUMMARY

Department: Assessor-County Clerk-Recorder

Division: Appraisal Services

Reduction: Appraisal Services - Eliminate Vacant Drafting Technician II

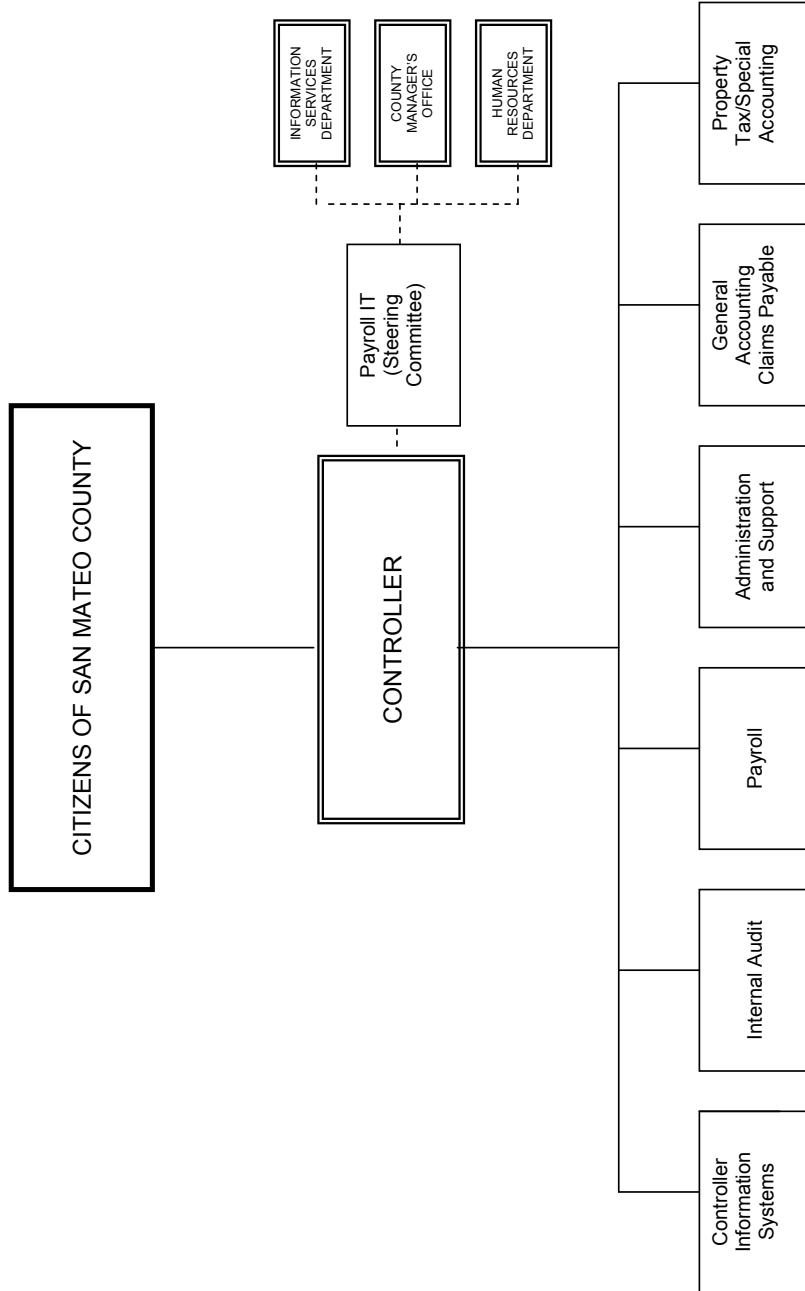
Description of Impacts from Budget Reduction

Eliminating the vacant Drafting Technician II position will impact customer service and potentially impact parcel management and roll close activities. This reduction will cause backlogs of Parcel Location work which will eventually impact downstream appraisal work. This business unit will no longer have the flexibility to absorb changes in workload that occur while the real estate market activity fluctuates. These workload backlogs will have an impact on revenue generating appraisal, valuation and appeals work. Tax Rate Area maintenance will become outdated due to backlogs in work which could result in a potential misappropriation of tax revenue distribution to local jurisdictions.

FY 2011-12 Unfunded Budget

Total Sources	\$94,024	Total Requirements	\$94,024
General Fund Allocation	\$94,024	Gross Appropriations	\$94,024
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$0	Funded FTE	1.0

CONTROLLER'S OFFICE



Controller's Office (1400B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	109				
Charges for Services	1,210,487	1,123,531	1,486,235	1,446,259	(39,976)
Interfund Revenue	133,168	170,812	172,317	100,674	(71,643)
Miscellaneous Revenue	40,167	35,784			
Total Revenue	1,383,931	1,330,127	1,658,552	1,546,933	(111,619)
Fund Balance	1,070,823	1,022,394	1,295,954	1,466,783	170,829
TOTAL SOURCES	2,454,754	2,352,521	2,954,506	3,013,716	59,210
REQUIREMENTS					
Salaries and Benefits	4,971,062	5,146,702	5,575,088	5,617,404	42,316
Services and Supplies	498,322	272,707	261,046	237,168	(23,878)
Other Charges	2,233,912	1,786,802	2,161,215	1,980,806	(180,409)
Fixed Assets		46,208			
Gross Appropriations	7,703,296	7,252,419	7,997,349	7,835,378	(161,971)
Intrafund Transfers	(158,627)		(17,743)	(56,037)	(38,294)
Net Appropriations	7,544,669	7,252,419	7,979,606	7,779,341	(200,265)
Contingencies/Dept Reserves	423,931	751,230	1,041,790	1,082,096	40,306
TOTAL REQUIREMENTS	7,968,600	8,003,649	9,021,396	8,861,437	(159,959)
NET COUNTY COST	5,513,846	5,651,128	6,066,890	5,847,721	(219,169)
AUTHORIZED POSITIONS					
Salary Resolution	45.0	44.0	42.0	42.0	
Funded FTE	43.6	42.6	42.0	41.5	(0.5)

DEPARTMENT OVERVIEW

Controller's Office

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.

Who We Serve / What We Do

Services to County Departments

- General Accounting
 - Represents key internal control point for all IFAS transactions
 - Review and report financial information to County departments, taxpayers, auditors and consultants (e.g. A-87 Cost Plan, SB-90 Reimbursements, etc.)
 - Implement IFAS system process improvements
 - Prepare financial reports (e.g. Comprehensive Annual Financial Report - CAFR)
 - Accounts Payable processing for 95% of dollars paid
 - Review and approve all journal entries and contract entries over \$25,000 in IFAS
 - Process all check voids and reissues
 - Provide Grand Jury Auditor support (State Board of Equalization, SB-90, A-87, Grand Jury)
 - Perform county bank account reconciliation
 - Provide accounting advice for complex transactions
 - Perform and manage monthly and annual closings in IFAS
- Controller's Information Systems Division
 - Support County's financial system (IFAS)
 - Implement upgrades to applications and process improvements (e.g. e-Payments)
 - Provide complex technical assistance and answer IFAS Help Desk inquiries
 - Train IFAS users
 - Perform countywide check printing
 - Manage Controller's Office employee information system needs
- Payroll
 - Process payroll for all County employees
 - Perform bi-weekly balancing of payroll system, time keeping system, bank records
 - Manage payments and reporting for State disability, Workers' Comp, garnishments
 - Implement new payroll system requirements (e.g. new negotiated agreements)
 - Manage preparation and filing of annual W-2 forms
 - Perform retirement payment processing
- Internal Audit
 - Perform financial statement internal audits
 - Perform operational internal audits
 - Complete special projects (e.g. ERAF, Property Tax projects)
- Property Taxes
 - Calculate Property Tax bills
 - Apportion Property Tax collected
 - Process Property Tax refunds
 - Maintain Property Tax rolls
- Administration
 - Strategic direction and leadership for Controller functions
 - Develop and monitor Controller's budget
 - Manage Controller's Office contracts, personnel, training, safety management

- Manage 2,300 boxes of countywide financial documents
- Prepare Controller's Office accounts payables and accounts receivables
- Manage preparation of countywide OMB A-87 Indirect Cost Allocation Plan
- Manage preparation of countywide SB-90 Cost Reimbursement Claims
- Prepare countywide emergency response claims (e.g. San Bruno Fire costs)

Services to other governmental entities

- Process payroll for Courts and Special Districts
- Provide accounting services for Special Districts, schools and other agencies
- Review and report financial information to other agencies
- Prepare remittances to the state of fines, fees and forfeitures
- Perform audits for other agencies
- Calculate and apportion property tax revenues

Services to the public

- Provide County financial information to the public

Major Accomplishments

- Implemented e-Payments for employee expense reimbursements
- Piloted IFAS's Documents Online module for electronic storage of IFAS-related documents
- Developed and implemented advanced Accounts Payables training course
- Implemented all labor-negotiation changes to ATKS and PIPS
- Prepared and submitted San Bruno Fire cost reimbursement claims of over \$850,000 and recovered over \$500,000 from PG&E, as of May 2011

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
A-87 Cost Plan	\$1,593,697	\$1,325,306
Mandated Services	\$4,473,193	\$4,522,415
Total Net County Cost	\$6,066,890	\$5,847,721

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$313,977	\$156,730
% of G/F Net Appropriations	3.93%	2.01%
Non-General Fund Reserves	\$727,813	\$925,366
% of Non-G/F Net Appropriations	9.12%	11.89

Controller's Office

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Controller's Office Administration	\$1,507,072	\$1,041,652	6-41
	County Financial Accounting System*	\$802,934	\$726,937	6-42
	Countywide General Accounting and Accounts Payable*	\$1,120,030	\$1,013,209	6-43
	Countywide Internal Audit*	\$1,442,976	\$1,308,916	6-44
	Payroll Software System Maintenance	\$1,918,134	\$1,376,119	6-45
	Countywide Payroll Services	\$738,990	\$733,390	6-46
	Property Tax Bills and Revenue Apportionment / Special Accounting*	\$1,351,301	(\$352,502)	6-47
	Total	\$8,881,437	\$5,847,721	
Unfunded	Reduce One Filled Public Services Specialist from full-time to part-time	\$20,628	\$20,628	6-48
	Department-wide Reduction in Services and Supplies	\$88,025	\$88,025	6-48
	Reduce Funding for Updates to the County's Timekeeping and Payroll Systems	\$164,888	\$164,888	6-49
	Total	\$273,241	\$273,241	

*Programs Added Back or Increased after the March Preliminary Budget Hearings (see following table for details).

Programs Added Back or Increased After the March Preliminary Budget Hearings	Total Requirements	Other Revenue	Prop 172 Funding	General Fund Allocation
Senior Accountant	\$113,680	\$26,762		\$87,118
Data Processing Specialist	\$86,064			\$86,064
Fiscal Office Specialist	\$77,904			\$77,904
Internal Auditor II	\$107,164	35,000		\$72,164
Public Services Specialist (added back as a part-time position)	\$40,956			\$40,956
Total	\$425,768	\$61,762		\$364,206

PROGRAM SUMMARY

Department: Controller's Office

Division: Administration

Program: Controller's Office Administration

Program Outcome Statement

Improve Department performance through strategy, guidance and support

Description of Services

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.

Outcome Measures

Percent of Performance Measures that Met Targets

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
91%	80%	75%

Percent of Survey Respondents Rating Controller Services Good or Better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	94%	75%

Description of Results

In FY 2011-12, the Controller's Office Administration Program will:

- Manage the Department's personnel, budget, purchases, payables, documents, training, and safety issues so that the Department can run effectively and efficiently
- Implement system improvements to Controller's Accounting, Payroll and Property Tax systems, including e-Payments to vendors and electronic storage of Journal Entry and Accounts Payable documents in IFAS
- Help produce the Countywide OMB A-87 Indirect Cost Allocation Plan
- Obtain reimbursements for State mandated activities via Countywide SB-90 claims
- Coordinate and prepare the County's claims to recover the remainder of the San Bruno Fire costs.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,839,090	Total Sources	\$1,507,072
General Fund Allocation	\$1,346,946	General Fund Allocation	\$1,041,652
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$492,144	Fund Balance	\$465,420
Total Requirements	\$1,839,090	Total Requirements	\$1,507,072
Gross Appropriations	\$1,601,110	Gross Appropriations	\$1,375,342
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$237,980	Reserves	\$131,730
Number of Positions	6.0	Number of Positions	6.0
Number of FTEs	6.0	Number of FTEs	6.0

PROGRAM SUMMARY

Department: Controller's Office

Division: Controller Information Systems

Program: County Financial Accounting System

Program Outcome Statement

Improve and maintain the County's financial accounting system (IFAS)

Description of Services

The County Financial Accounting System Program is responsible for the following services:

- Supporting the County's accounting system (IFAS) and the Controller's Office employee information systems needs
- Training all County fiscal employees to use IFAS correctly
- Designing, developing and implementing new processes that could reduce the countywide accounting workload and improve the usability of IFAS
- Providing all check writing services for the County.

Outcome Measures

Number of new processes implemented resulting in increased accounting efficiencies

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
N/A	2	2

Percent of Help Desk customers rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
97%	98%	90%

Description of Results

In FY 2011-12, the County Financial Accounting System Program will:

- Reduce the number of financial errors and omissions by training 140 IFAS users
- Maintain and strengthen internal system controls
- Implement new processes that streamline financial work
- Ensure that IFAS is available during business hours
- Manage all costs associated with maintaining the functionality of IFAS
- Respond to 2,300 IFAS Help Desk inquiries
- Work collaboratively with the General Accounting Division and user departments to determine the best way to solve and complete complex transactions
- Prepare requested special reports
- Close the annual books of account and roll over encumbrances at Year-End.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$844,436	Total Sources	\$802,934
General Fund Allocation	\$768,439	General Fund Allocation	\$726,937
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$75,997	Fund Balance	\$75,997
Total Requirements	\$844,436	Total Requirements	\$802,934
Gross Appropriations	\$768,439	Gross Appropriations	\$825,728
Intrafund Transfers	\$0	Intrafund Transfers	\$(47,794)
Reserves	\$75,997	Reserves	\$25,000
Number of Positions	5.0	Number of Positions	5.0
Number of FTEs	5.0	Number of FTEs	5.0

PROGRAM SUMMARY

Department: Controller's Office

Division: General Accounting

Program: Countywide General Accounting and Accounts Payable

Program Outcome Statement

Ensure integrity of County financial transactions

Description of Services

The countywide General Accounting and Accounts Payable Program is responsible for the following services:

- Reviewing and processing all vendor payments over \$5,000, all journal entries, and all contracts entered into the County's Financial system (IFAS)
- Preparing statutory financial reports such as the Grand Jury audited financial statements
- Processing all transactions related to voiding and reissuing checks
- Supporting all external auditors such as the State Board of Equalization and Grand Jury.

Outcome Measures

Number of accounting process improvements implemented

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
5	2	2

CAFR issued with unqualified Opinion and GFOA award of excellence

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Description of Results

In FY 2011-12, the countywide General Accounting and Accounts Payable Program will:

- Prepare the audited financial statements for the Grand Jury auditors
- Provide expert advice to all departments for complex accounting transactions
- Review, approve, and post approximately two million IFAS journal entries, contract related entries, and accounts payable entries
- Manage countywide monthly and annual IFAS closeouts
- Prepare all countywide statutorily required information such as the CAFR, State Report, Controller Schedules, sales tax reporting, and A-87 reports
- Implement e-payments for vendors and employees
- Scan and e-file W-9 forms, journal entries, and accounts payable documentation
- Implement new accounting service charges to First 5 (\$10,677), IHSSPA (\$5,154), Housing Authority (\$4,425), and the Law Library (\$2,865) to appropriately recover costs.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$999,080	Total Sources	\$1,120,030
General Fund Allocation	\$902,252	General Fund Allocation	\$1,013,209
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$96,828	Other Revenue	\$106,821
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$999,080	Total Requirements	\$1,120,030
Gross Appropriations	\$999,080	Gross Appropriations	\$1,120,030
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	8.0	Number of Positions	9.0
Number of FTEs	8.0	Number of FTEs	9.0

PROGRAM SUMMARY

Department: Controller's Office

Division: Internal Audit

Program: Countywide Internal Audit

Program Outcome Statement

Mitigate financial risks and improve operations for the County and other agencies

Description of Services

The Countywide Internal Audit Program conducts audits to meet financial reporting requirements. These audits help reduce financial risk, identify new revenue and point out opportunities to do business more efficiently. Mandated audits are required by grant contracts, statutes and other regulations. The Countywide Internal Audit Program reviews countywide systems, major transaction streams and account balances that impact Information Technology controls, purchasing, disbursements, payroll and revenues.

Outcome Measures

Dollar savings per Audit employee

FY 2009-10 Actual

\$10,743,220

FY 2010-11 Estimate

\$9,000,000

FY 2011-12 Target

\$36,500

Percent of County budget covered by internal controls review (risk reduction)

FY 2009-10 Actual

20.9%

FY 2010-11 Estimate

15%

FY 2011-12 Target

8%

Description of Results

As a result of operational audits, the Countywide Internal Audit Program helped the County generate revenue enhancements and cost savings of \$90 million in FY 2009-10 and \$86 million in FY 2010-11. These enhancements and savings were obtained from the Educational Revenue Augmentation Fund and operational audits such as the Purchasing audit. The Program will continue to seek revenue enhancements and costs savings in FY 2011-12. Mandated audits, which include financial statement audits and compliance audits of County programs receiving State and federal grants and local contributions provide assurance to the State, grantors and other stakeholders that funding terms and conditions are met. In addition, the Program audits grants totaling approximately \$20 million and satisfies the State's statutory reporting requirements for certain public safety programs. Finally, the Program processes a remittance to the State of fines, fees and forfeitures totaling approximately \$30 million collected by the courts, County departments and other agencies.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,405,550	Total Sources	\$1,422,976
General Fund Allocation	\$1,297,263	General Fund Allocation	\$1,308,916
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$108,287	Other Revenue	\$114,060
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,405,550	Total Requirements	\$1,422,976
Gross Appropriations	\$1,423,293	Gross Appropriations	\$1,431,219
Intrafund Transfers	\$(17,743)	Intrafund Transfers	\$(8,243)
Reserves	\$0	Reserves	\$0
Number of Positions	9.0	Number of Positions	9.0
Number of FTEs	9.0	Number of FTEs	9.0

PROGRAM SUMMARY

Department: Controller's Office

Division: Payroll Common

Program: Payroll Software System Maintenance

Program Outcome Statement

Improve Usability of Payroll and ATKS systems

Description of Services

The Payroll Software System Maintenance Program includes costs to maintain all software and hardware for the PIPS and ATKS systems so that payroll is calculated accurately and paid on a bi-weekly basis. The main costs include:

- Ensuring the Payroll and ATKS systems function properly
- Managing the Payroll system's software license agreement
- Managing required ATKS updates and emergency tasks to remain current with federal and state payroll rules and regulations.

Outcome Measures

Percent of customer survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Percent of payroll checks issued correctly

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Description of Results

In FY 2011-12, the Payroll Software System Maintenance Program will ensure efficient and effective Payroll (PIPS) and Automated Time Keeping Systems (ATKS). These costs were moved into the Controller's Office budget several years ago, but are 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. Previously these costs were budgeted in a different department because the funds are not the responsibility of the Controller's Office. The funds are currently budgeted in the Controller's Office for monitoring purposes only.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,885,469	Total Sources	\$1,918,134
General Fund Allocation	\$1,541,007	General Fund Allocation	\$1,376,119
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$344,462	Fund Balance	\$542,015
Total Requirements	\$1,885,469	Total Requirements	\$1,918,134
Gross Appropriations	\$1,541,007	Gross Appropriations	\$1,376,119
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$344,462	Reserves	\$542,015
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Controller's Office

Division: Payroll Services

Program: Countywide Payroll Services

Program Outcome Statement

Ensure accurate compensation is provided to employees

Description of Services

The Countywide Payroll Services Program is responsible for the following services:

- Ensure that County, Courts and Special District employees are paid on an accurate and timely basis
- Process the quarterly remittance to the State, annual W-2 forms to employees, mandated State Disability reporting, Workers' Compensation reporting, and retirement payment processing
- Work with the Payroll Steering Committee on problems, issues and long-term planning.

Outcome Measures

Percent of customer survey respondents rating services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Percent of payroll checks issued correctly

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Description of Results

In FY 2011-12, the Countywide Payroll Services Program will:

- Ensure timely and accurate payment to employees
- Ensure reporting and payment to Federal and State mandating entities
- Process employee hours from ATKIS to the payroll system (PIPS)
- Balance payroll from the payroll system to the time keeping system and the bank on a biweekly basis
- Process State disability payments, Workers' Compensation payments, and garnishments
- Post payroll to the County's accounting system
- Process employee requests related to payroll
- Implement any new payroll system requirements such as changes caused by negotiations, statutes or regulations.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$736,369	Total Sources	\$738,990
General Fund Allocation	\$730,519	General Fund Allocation	\$733,390
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$5,850	Other Revenue	\$5,600
Fund Balance		Fund Balance	\$0
Total Requirements	\$736,369	Total Requirements	\$738,990
Gross Appropriations	\$736,369	Gross Appropriations	\$738,990
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	6.0	Number of Positions	6.0
Number of FTEs	6.0	Number of FTEs	6.0

PROGRAM SUMMARY

Department: Controller's Office

Division: Property Tax/Special Accounting

Program: Property Tax Bills and Revenue Apportionment / Special Accounting

Program Outcome Statement

Ensure accurate property tax allocations & accounting services to external agencies

Description of Services

The Property Tax Bills and Revenue Apportionment Program manages and maintains the systems that are used to produce property tax bills and apportion the amount of property tax collected. The Special Accounting Program provides accounting services and support to Special Districts and other agencies that maintain their funds with the County Treasurer.

Outcome Measures

Percent of customer survey respondents rating Property Tax services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
90%	100%	90%

Percent of refunds issued correctly

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Description of Results

- In FY 2011-12, the Property Tax Bill and Revenue Apportionment / Special Accounting Program will:
- Ensure the correct and timely allocation of property taxes to property owners in San Mateo County and apportionment of property tax revenues.
 - Provide accounting services and support to Special Districts and other agencies.
 - Improve the Property Tax System that serves the Assessor's Office, Controller's Office, and Tax Collector's Office.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,311,402	Total Sources	\$1,351,301
General Fund Allocation	\$(519,536)	General Fund Allocation	\$(352,502)
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,447,587	Other Revenue	\$1,320,452
Fund Balance	\$383,351	Fund Balance	\$383,351
Total Requirements	\$1,311,402	Total Requirements	\$1,351,301
Gross Appropriations	\$928,051	Gross Appropriations	\$967,950
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$383,351	Reserves	\$383,351
Number of Positions	7.0	Number of Positions	7.0
Number of FTEs	7.0	Number of FTEs	7.0

UNFUNDED PROGRAM SUMMARY

Department: Controller's Office

Division: Administration

Reduction: Reduce One Filled Public Services Specialist from full-time to part-time

Description of Impacts from Budget Reduction

- The impacts of reducing the Public Services Specialist position from full time to part time will include:
- Departments and other entities receiving vendor checks later in the day
 - An increase in the amount of time it takes to retrieve and return financial files while the office converts to scanned financial documents in IFAS over the next several years
 - An increase in customer wait time at the front desk and on the telephone
 - Employees being interrupted to cover the customer service duties at the front desk
 - An overall decrease in Department efficiency due to the reduction in administrative support.

FY 2011-12 Unfunded Budget

Total Sources	\$20,628	Total Requirements	\$20,328
General Fund Allocation	\$20,628	Gross Appropriations	\$20,328
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.5

UNFUNDED PROGRAM SUMMARY

Department: Controller's Office

Division: All budget units

Reduction: Department-wide Reduction of Services and Supplies

Description of Impacts from Budget Reduction

- In FY 2011-12, the impact of these reductions include:
- Extending the working life of computers and equipment will cause staff to be less efficient
 - Reducing training will decrease staff work performance over time
 - Reducing meetings, conferences, subscriptions and periodicals will decrease management work performance over time
 - Disconnecting some printers from the network will reduce staff efficiency and delay processing time for financial transactions
 - Reducing the overtime budget will decrease the Office's ability to meet year-end and other fiscal deadlines and respond to State audits.

FY 2011-12 Unfunded Budget

Total Sources	\$88,025	Total Requirements	\$88,025
General Fund Allocation	\$88,025	Gross Appropriations	\$88,025
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Controller's Office

Division: Payroll Common

Reduction: Reduce Funding for Updates to the County's Timekeeping and Payroll Systems

Description of Impacts from Budget Reduction

Although the County is planning to buy a new payroll system in the near future, funding for updates to the current system (ATKS) are still necessary. In FY 11-12, the impacts of this reduction include:

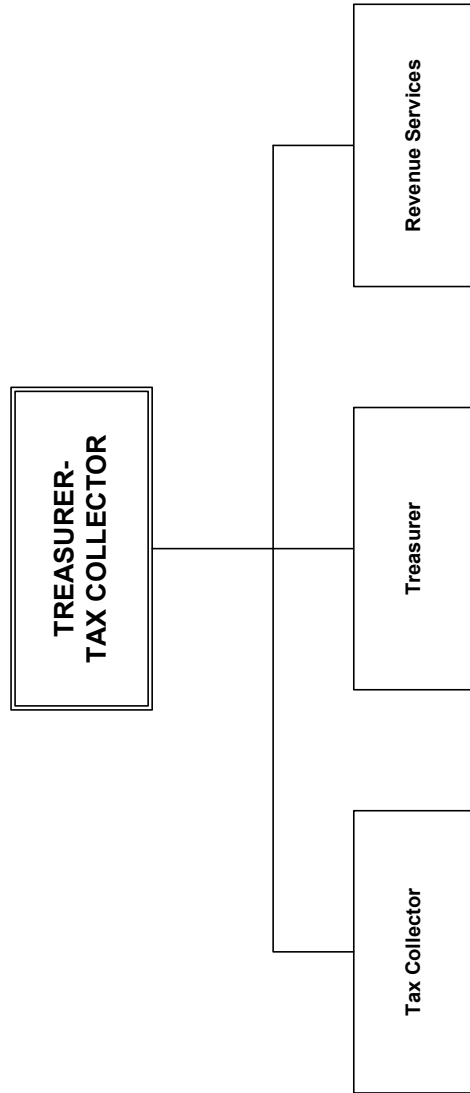
- Non-departmental funds would be necessary to respond to unanticipated Payroll or ATKS system updates and emergencies
- Payroll, Human Resources and the Information Services Department staff will lead the task of keeping current with payroll rules and regulations, reducing the amount of time staff has to perform other tasks.

FY 2011-12 Unfunded Budget

Total Sources	\$164,888	Total Requirements	\$164,888
General Fund Allocation	\$164,888	Gross Appropriations	\$164,888
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

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TREASURER-TAX COLLECTOR



Treasurer - Tax Collector (1500B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	8,768	6,875	3,650	3,650	
Use of Money and Property	35,900	30,913	30,000	30,000	
Charges for Services	5,101,908	4,818,487	3,911,434	3,911,434	
Interfund Revenue	572,681	809,906	631,000	631,000	
Miscellaneous Revenue	150,933	139,886	81,500	81,500	
Total Revenue	5,870,190	5,806,067	4,657,584	4,657,584	
Fund Balance	4,436,123	4,607,149	4,420,835	4,274,920	(145,915)
TOTAL SOURCES	10,306,313	10,413,216	9,078,419	8,932,504	(145,915)
REQUIREMENTS					
Salaries and Benefits	6,155,246	6,269,689	7,710,363	7,698,598	(11,765)
Services and Supplies	1,451,999	1,604,056	2,797,924	2,527,632	(270,292)
Other Charges	954,786	989,218	1,095,783	996,361	(99,422)
Fixed Assets	6,481		80,000		(80,000)
Gross Appropriations	8,568,512	8,862,963	11,684,070	11,222,591	(461,479)
Intrafund Transfers	(2,780,990)	(2,827,206)	(2,979,938)	(2,979,938)	
Net Appropriations	5,787,522	6,035,757	8,704,132	8,242,653	(461,479)
Contingencies/Dept Reserves	1,675,205	1,060,848	1,587,663	1,587,663	
TOTAL REQUIREMENTS	7,462,727	7,096,605	10,291,795	9,830,316	(461,479)
NET COUNTY COST	(2,843,587)	(3,316,611)	1,213,376	897,812	(315,564)
AUTHORIZED POSITIONS					
Salary Resolution	67.0	63.0	63.0	63.0	
Funded FTE	67.0	65.0	63.0	63.0	(0.0)

DEPARTMENT OVERVIEW

Treasurer-Tax Collector

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.

Who We Serve / What We Do

Services to the general public

- Property tax services
- Race horse tax collection
- Revenue Services assistance
- Business license and permit issuance
- Transient Occupancy Tax (TOT)
- Website services
- Telephone services
- Property auction information distribution
- Administer monies held in trust

Services to community partners

- County pool
- Banking
- Paying Agent and treasury services

Services to County departments

- Cashiering
- Medical Center Assistance
- Information Technology
- Pooled Funds Administration
- Collection services for all debt due to the County

Major Accomplishments

- Relocated the South San Francisco Courthouse office to a County owned facility in a location convenient to courthouse customers and to allow for future growth of services.
- Enhanced Treasurer's website to provide greater transparency of all Treasurer investment activities at a lower cost to the department.

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
A-87 Cost Plan	\$131,077	\$118,353
Mandated Services	\$1,082,299	\$779,459
Total Net County Cost	\$1,213,376	\$897,812

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$1,587,663	\$1,587,663
% of G/F Net Appropriations	19%	20%

Treasurer-Tax Collector

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Revenue Services	\$2,053,994	\$0	6-56
	Tax Collector	\$4,548,803	\$897,812	6-57
	Treasurer	\$3,227,519	\$0	6-58
	Total	\$9,830,316	\$897,812	
Unfunded	Tax Collector Expenditure Reductions	\$315,564	\$315,564	6-59
	Total	\$315,564	\$315,564	

PROGRAM SUMMARY

Department: Treasurer-Tax Collector

Division: Revenue Services

Program: Revenue Services

Program Outcome Statement

Increase revenue for County departments by performing billing and revenue debt collection services

Description of Services

The Revenue Services Program is responsible for providing revenue collection services for many County departments including the San Mateo Medical Center, the Superior Court, the Probation Department, the Sheriff's Office, the Human Services Agency and Environmental Health. The services provided to these County Departments include establishing accounts, billing and collection, contacting debtors, processing payments and posting revenues.

Outcome Measures

Percent of debtors contacted within five days of receipt

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Dollars collected

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$17,297,035	\$15,000,000	\$15,000,000

Description of Results

The Revenue Services Program projects to collect \$15 million in revenue in FY 2011-12. The Program's expenditure goal is 22%, while the target collection rate is 25%. The Program will continue to provide timely, professional and cost effective services to the departments supported by Revenue Services. The economy and the unemployment rate continue to be the major impacts to the organization.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,053,994	Total Sources	\$2,053,994
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$737,000	Other Revenue	\$737,000
Fund Balance	\$1,316,994	Fund Balance	\$1,316,994
Total Requirements	\$2,053,994	Total Requirements	\$2,053,994
Gross Appropriations	\$4,484,487	Gross Appropriations	\$4,484,487
Intrafund Transfers	\$(2,827,012)	Intrafund Transfers	\$(2,827,012)
Reserves	\$396,519	Reserves	\$396,519
Number of Positions	28.0	Number of Positions	28.0
Number of FTEs	28.0	Number of FTEs	28.0

PROGRAM SUMMARY

Department: Treasurer-Tax Collector

Division: Tax Collector

Program: Tax Collector

Program Outcome Statement

Processes property tax bills and collects taxes to provide funding for taxing agencies

Description of Services

The Tax Collector provides property tax billing and collection, public auctions for tax defaulted property, subdivision maps, parcel certifications, mobile home estimates and clearances and balancing and apportionment reports to the Controller. The Tax Collector acts as a liaison for Proposition 58, 60 and 90 applicants and completes payment history research for the Internal Revenue Service, tax service companies, attorneys and the Franchise Tax Board. Finally, the Tax Collector assists County departments with process improvements like the development of payment stub scan lines.

Outcome Measures

Cost per Bill

FY 2009-10 Actual

\$17.33

FY 2010-11 Estimate

\$16.00

FY 2011-12 Target

\$16.00

Collection rate Secured/Unsecured

FY 2009-10 Actual

98%/99.5%

FY 2010-11 Estimate

95%/90%

FY 2011-12 Target

95%/90

Description of Results

The Tax Collector's Office processes an average of 330,000 tax bills annually. In FY 2009-10, the cost to process a tax bill was \$17.33, which was slightly over the target of \$16.00. The increase was due to the impact of the housing market slump and the increase in online address changes. In FY 2009-10, \$1.8 billion was collected, exceeding the target of \$1.5 billion. The collection rate target for secured taxes was 98%, which exceeded the statewide collection average of 95.7%. The unsecured target rate of collection was 99.5%, which exceeded the statewide average of 95.7%. The Information Technology section of the program continues to develop system improvements in collaboration with the Assessor, the Controller, and the Information Services Department.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$4,982,597	Total Sources	\$4,548,803
General Fund Allocation	\$1,213,376	General Fund Allocation	\$897,812
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,224,124	Other Revenue	\$1,224,124
Fund Balance	\$2,545,097	Fund Balance	\$2,426,867
Total Requirements	\$4,982,597	Total Requirements	\$4,548,803
Gross Appropriations	\$4,309,495	Gross Appropriations	\$3,875,701
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$673,102	Reserves	\$673,102
Number of Positions	19.0	Number of Positions	19.0
Number of FTEs	19.0	Number of FTEs	19.0

PROGRAM SUMMARY

Department: Treasurer-Tax Collector

Division: Treasurer

Program: Treasurer

Program Outcome Statement

Manages and protects the financial assets of the County

Description of Services

The Treasurer is responsible for providing treasury services to County departments, schools, cities, special districts and taxpayers. These services include investment of the County pool, banking services, school bond paying agent services and cashiering. These functions primarily contribute to the Shared Vision of a Collaborative Community by 2025.

Outcome Measures

Percent of deposits processed within one day

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
98%	98%	98%

Dollar/percent growth in County pool due to investments

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$28,487,957/1.09%	\$26.5M/1.25%	\$23.8M/1.125%

Description of Results

The Treasurer manages a \$2.4 billion investment pool that is made up of 162 voluntary and 906 involuntary accounts. In FY 2009-10 the dollar growth in the pool was \$28,487,957, which exceeded expectations. The County Pool 3 yield rate was .96% which outperformed the Local Agency Investment Fund (LAIF) rate of .65%. Banking costs were maintained by charging departments for non-general services. The Treasurer accepted Paying Agent responsibility for eight new school bond issues, three Tax and Revenue Anticipation Notes and two Bond Anticipation Notes. These additions increased funding to the pool. The cashiering area processed 50,105 deposits in FY 2009-10, which exceeded the target of 41,000 deposits. The Treasurer anticipates processing at least another 41,000 deposits in FY 2011-12 because more customers are using online services for tax payments.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,255,204	Total Sources	\$3,227,519
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$2,696,460	Other Revenue	\$2,696,460
Fund Balance	\$558,744	Fund Balance	\$531,059
Total Requirements	\$3,255,204	Total Requirements	\$3,227,519
Gross Appropriations	\$2,890,088	Gross Appropriations	\$2,862,403
Intrafund Transfers	\$(152,926)	Intrafund Transfers	\$(152,926)
Reserves	\$518,042	Reserves	\$518,042
Number of Positions	16.0	Number of Positions	16.0
Number of FTEs	16.0	Number of FTEs	16.0

UNFUNDED PROGRAM SUMMARY

Department: Treasurer-Tax Collector

Division: Tax Collector

Reduction: Tax Collector Expenditure Reductions

Description of Impacts from Budget Reduction

General reductions and the elimination of fixed assets will have a minimal impact on service levels in the Treasurer-Tax Collector's Office. More specific reductions in professional contracts will reduce the Office's ability to conduct general tax system upgrades and possibly hamper our ability to fund the Department's green initiatives.

FY 2011-12 Unfunded Budget

Total Sources	\$315,564	Total Requirements	\$315,564
General Fund Allocation	\$315,564	Gross Appropriations	\$315,564
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue	3,906,632	3,841,324			
Other Financing Sources			5,963,700	6,291,417	327,717
TOTAL SOURCES	3,906,632	3,841,324	5,963,700	6,291,417	327,717
REQUIREMENTS					
Salaries and Benefits	2,528,902	2,502,488	3,182,668	3,510,385	327,717
Services and Supplies	1,186,168	1,161,773	2,613,032	2,613,032	
Other Charges	126,062	76,867	168,000	168,000	
Fixed Assets	65,500	100,197			
TOTAL REQUIREMENTS	3,906,632	3,841,324	5,963,700	6,291,417	327,717
AUTHORIZED POSITIONS					
Salary Resolution	16.0	16.0	19.0	20.0	1.0
Funded FTE	16.0	16.0	18.5	20.0	1.5

PROGRAM SUMMARY

Department: Retirement-SamCERA

Division: Retirement (SamCERA)

Program: Retirement System

Program Outcome Statement

Act as a prudent administrator for the retirement system

Description of Services

SamCERA's goals are: to provide caring, fair, accurate, timely and knowledgeable professional services to SamCERA's clients and the public; prudently manage 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; constantly improve the effectiveness of SamCERA's services and the efficiency of its operations.

Outcome Measures

Percent return on investment portfolio ending June 30 each year

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
12.80%	7.75%	7.75%

Number of retirement workshops and member outreach events

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
11	19	25

Description of Results

SamCERA serves as loyal fiduciary to its 10,556 members which included 5,347 active, 4,002 retirees and beneficiaries, and 1,207 deferred members.

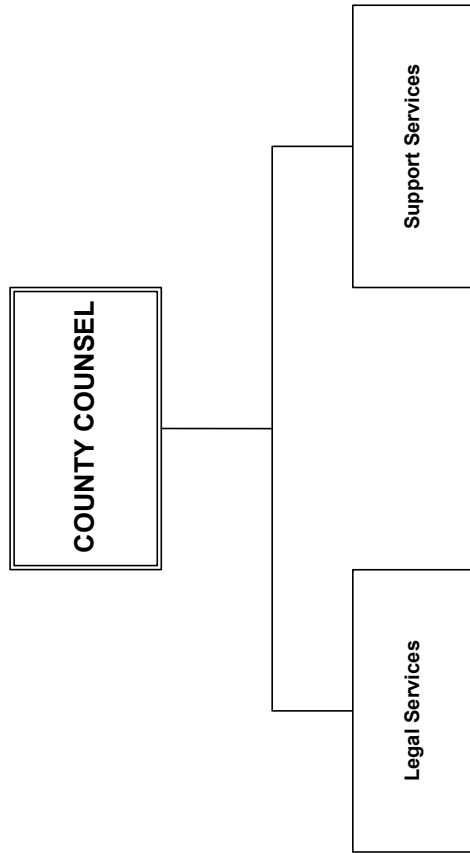
As of December 31, 2010, SamCERA's investment portfolio returned 6.85% for the quarter, 17.20% for six months, and 13.55% for the year. After the completion of a study to model assets and liabilities in August 2010, the retirement board adopted a new asset allocation which allows for 20% of the portfolio to be invested in alternative assets and to further diversify within existing asset classes. The board began to implement the new asset allocation in the fall of 2010.

Information technology projects which include transitioning to a new pension administration system and redesign of the website began in 2011.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$5,963,700	Total Sources	\$6,291,417
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$5,963,700	Other Revenue	\$6,291,417
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$5,963,700	Total Requirements	\$6,291,417
Gross Appropriations	\$5,963,700	Gross Appropriations	\$6,291,417
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	19.0	Number of Positions	20.0
Number of FTEs	18.0	Number of FTEs	20.0

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COUNTY COUNSEL'S OFFICE



County Counsel (1600B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	4,738,336	3,671,677	3,518,688	3,675,996	157,308
Miscellaneous Revenue	100,431	20,703	5,000	10,000	5,000
Total Revenue	4,838,767	3,692,380	3,523,688	3,685,996	162,308
Fund Balance	790,185	2,549,460	2,771,668	2,324,641	(447,027)
TOTAL SOURCES	5,628,952	6,241,840	6,295,356	6,010,637	(284,719)
REQUIREMENTS					
Salaries and Benefits	7,508,045	7,283,063	8,052,569	8,060,774	8,205
Services and Supplies	449,849	355,058	721,915	648,150	(73,765)
Other Charges	347,006	358,334	432,073	375,143	(56,930)
Gross Appropriations	8,304,900	7,996,456	9,206,557	9,084,067	(122,490)
Intrafund Transfers	(1,220,703)	(776,687)	(1,139,052)	(927,773)	211,279
Net Appropriations	7,084,197	7,219,769	8,067,505	8,156,294	88,789
Contingencies/Dept Reserves	1,761,212	1,794,750	2,164,511	1,379,943	(784,568)
TOTAL REQUIREMENTS	8,845,409	9,014,519	10,232,016	9,536,237	(695,779)
NET COUNTY COST	3,216,457	2,772,679	3,936,660	3,525,600	(411,060)
AUTHORIZED POSITIONS					
Salary Resolution	40.0	40.0	38.0	38.0	
Funded FTE	38.2	38.2	38.0	36.6	(1.4)

DEPARTMENT OVERVIEW

County Counsel

Department Mission Statement

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

Who We Serve / What We Do

Legal advice services to Board of Supervisors, County Boards and Commissions, and all County departments

- Represent the Board of Supervisors and certain Boards and Commissions at their public meetings
- Draft, review and approve resolutions and ordinances, transactional and operational documents, including contracts, policies and memoranda of understanding
- Provide ongoing legal advice regarding legal requirements relating to the services provided by officers and employees of the County of San Mateo
- Provide training on new legislation, case law and other legal matters

Litigation and Court related services

- Investigate, response to, defend or prosecute claims, civil actions and proceedings in which the County, its officers and employees may be a party
- Monitor and participate in multi-jurisdictional litigation cases
- Daily court appearances regarding the protection of vulnerable populations (Adult Protective Services, LPS and Children Protective Services)
- Upon request of Court, appear for and represent the Court
- Advise the Civil Grand Jury

Legal Services to School Districts

- Represent Board of Education, Community College District and School Districts at their public meetings
- Provide legal advice in all areas of education law
- Representation in general litigation matters
- Provide training and legal updates at monthly meetings of School Superintendents

Major Accomplishments

- Assisted in Charter Amendment process, including drafting ballot measure and filing required documents with Secretary of State
- Assisted in acquisition of Chemical Way and Circle Star properties
- Successful negotiation to Genentech property tax matters
- Successful representation of County and Coroner in organ retention (appellate case)
- Successful defense at trial of employment discrimination case
- Assisted in the launching and training of County's Social Media Policy

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
A-87 Cost Plan	\$582,277	\$582,277
Mandated Services	\$350,062	\$350,062
Unfunded Mandate	\$3,004,321	\$3,004,321
Total Net County Cost	\$3,936,660	\$3,936,660

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$2,164,511	\$1,379,943
% of G/F Net Appropriations	27%	17%

County Counsel

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	County Counsel	\$9,536,237	\$3,525,600	6-68
	Total	\$9,536,237	\$3,525,600	
Unfunded				

PROGRAM SUMMARY

Department: County Counsel

Division: County Counsel

Program: County Counsel

Program Outcome Statement

The County Counsel's Office provides high quality and timely legal advice and services

Description of Services

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

Outcome Measures

Percent of Survey Respondents Rating Legal Services as Good or Better

FY 2009-10 Actual

98%

FY 2010-11 Estimate

95%

FY 2011-12 Target

95%

Percent of General Litigation Cases Won or Resolved (with client approval)

FY 2009-10 Actual

100%

FY 2010-11 Estimate

95%

FY 2011-12 Target

95%

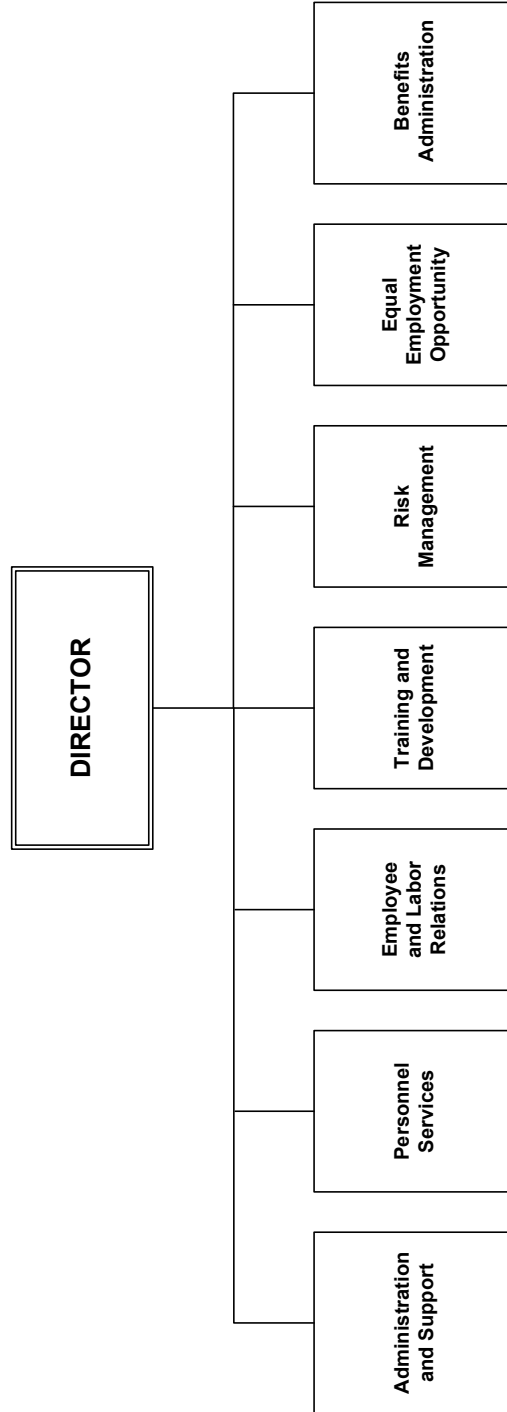
Description of Results

The County Counsel provides legal advice to all county departments which needs to be accurate and thorough. All attorneys are expected to be knowledgeable in their 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 satisfaction and 96% of survey respondents rate the expertise of County Counsel staff as good or better. The County Counsel expects continued customer satisfaction rating of 90% 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 95% of the general litigation cases and potential litigation.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$10,232,016	Total Sources	\$9,536,237
General Fund Allocation	\$3,936,660	General Fund Allocation	\$3,525,600
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$3,523,688	Other Revenue	\$3,685,996
Fund Balance	\$2,771,668	Fund Balance	\$2,324,641
Total Requirements	\$10,232,016	Total Requirements	\$9,536,237
Gross Appropriations	\$9,206,557	Gross Appropriations	\$9,084,067
Intrafund Transfers	\$(1,139,052)	Intrafund Transfers	\$(927,773)
Reserves	\$2,164,511	Reserves	\$1,379,943
Number of Positions	38.0	Number of Positions	38.0
Number of FTEs	38.0	Number of FTEs	37.0

HUMAN RESOURCES DEPARTMENT



Human Resources Department (1700B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	348,275	325,873	315,679	266,219	(49,460)
Interfund Revenue	3,650,803	4,016,284	4,498,406	4,260,820	(237,586)
Miscellaneous Revenue	23,888	258,767	237,100	257,100	20,000
Total Revenue	4,022,967	4,600,923	5,051,185	4,784,139	(267,046)
Fund Balance	939,868	737,716	778,895	711,395	(67,500)
TOTAL SOURCES	4,962,835	5,338,639	5,830,080	5,495,534	(334,546)
REQUIREMENTS					
Salaries and Benefits	6,922,789	7,017,689	7,679,878	7,164,785	(515,093)
Services and Supplies	1,891,466	1,725,750	1,952,603	1,916,913	(35,690)
Other Charges	525,678	651,266	559,883	549,498	(10,385)
Fixed Assets	6,470				
Gross Appropriations	9,346,403	9,394,705	10,192,364	9,631,196	(561,168)
Intrafund Transfers	(1,188,555)	(1,097,019)	(1,251,138)	(1,439,546)	(188,408)
Net Appropriations	8,157,848	8,297,686	8,941,226	8,191,650	(749,576)
Contingencies/Dept Reserves	579,841	569,841	590,531	590,531	
TOTAL REQUIREMENTS	8,737,689	8,867,527	9,531,757	8,782,181	(749,576)
NET COUNTY COST	3,774,854	3,528,888	3,701,677	3,286,647	(415,030)
AUTHORIZED POSITIONS					
Salary Resolution	59.0	55.0	55.0	51.0	(4.0)
Funded FTE	56.6	54.1	52.9	48.4	(4.5)

DEPARTMENT OVERVIEW

Human Resources

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 and expand organizational capacity and position San Mateo County as an employer of choice.

Who We Serve / What We Do

Services to the general public

- Recruitment & Selection Services – testing, oral board interviews, employment lists and notification, and feedback sessions
- County's Childcare Center
- Coordination of Commission on the Status of Women activities, including Women's Hall of Fame

Services to community partners

- Training Services provided to cities, special districts, and nonprofits
- Participation in the Regional Training Consortium for Public Agencies

Services to County Retirees

- Health Plan administration and enrollment

Services to County Departments and/or Employees

- Benefits administration - Medical, Dental, Vision, Life Insurance, and Wellness/Work-Life programs
- Classification Specification Updates and Compensation Reviews
- Recruitment & Selection Services, Career Guidance and Employee Transition Program
- Training and Development Services - New Employee Welcome, Career Development Programs, Customized Training for Departments, Oversight of Countywide Learning Management System, and Staff and Support for the Regional Training Consortium
- Employee and Labor Relations Services including Labor Negotiations and administration of Labor Contracts, Performance Management, and resolution of Grievances
- Equal Employment Opportunity Services including administration of Leave of Absence Program, Transitional Work and Bilingual program, resolution of EEO Complaints, Workplace Accommodation inquiries/ADA, and Family Medical Leave Act compliance
- Risk Management Services including Workers' Compensation / Long Term Disability, Temporary Modified Work, and Insurance Programs
- Administrative Services – Financial Oversight, Policy Development / Leadership, Civil Service Files Maintenance, and IT Strategic Planning / Project Management

Services to Community Advisory Bodies

- Engage and Support Board of Supervisors (BOS) Appointed Boards and Commissions to inform policy decisions
 - Civil Service Commission
 - Commission on the Status of Women
 - Domestic Violence Council (in coordination with Human Services Agency)

Major Accomplishments

- Implemented the Collaborative Performance Management System pilot program to improve alignment between County and individual goals
- Reached Agreements with labor organizations resulting in annual structural savings of \$13 million
- Implemented an Online Benefits Enrollment System, conducted a benefits audit, and participated in the Early Retiree Reinsurance Program resulting in Countywide savings of \$940,000
- Created the Countywide Wellness Policy in collaboration with the Wellness Committee
- Expanded shared services opportunities including leadership role in the development of a regional training consortium
- Implemented Repetitive Stress Injury (RSI) software, transitioned to a new industrial health clinic and negotiated premium rate reductions resulting in annual savings of \$1 million

Net County Cost Breakdown

Mandated / Discretionary Category	FY 2010-11 Revised	FY 2011-12 Recommended
A-87 Cost Plan	\$1,471,027	\$1,359,144
Mandated Services	\$543,927	\$255,532
Non-Mandated Services	\$1,686,723	\$1,671,971
Total Net County Cost	\$3,701,677	\$3,286,647

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$590,531	\$590,531
% of G/F Net Appropriations	6.6%	7.2%

Human Resources

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Employee Benefits and Wellness	\$1,482,845	\$0	6-74
	Human Resources Strategic Support and Partnerships	\$2,081,950	\$820,741	6-75
	Risk Management	\$1,737,464	\$0	6-76
	Talent Acquisition	\$1,218,606	\$1,006,294	6-77
	Workforce Resources and Diversity	\$2,261,316	\$1,459,612	6-78
	Total	\$8,782,181	\$3,286,647	
Unfunded	Reduction in Training and Development Services and staffing realignment in Employee Labor Relations (ELR)	\$35,000	\$75,000	6-79
	Reduce vacant Assistant Director of Human Resources from full-time to part-time and eliminate one vacant Fiscal Office Specialist (FOS)	\$242,152	\$256,085	6-79
	Talent Acquisition (Recruitment/Selection and Classification/Compensation)	\$254,518	\$254,218	6-80
	Total	\$531,670	\$585,303	

PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Program: Employee Benefits and Wellness

Program Outcome Statement

Optimize health and productivity through effective benefit/wellness programs

Description of Services

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.

Outcome Measures

Percent of customers rating overall satisfaction with services good or better (Active / Retirees / Wellness)

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
82% / 82% / 93%	90% / 90% / 90%	90% / 90% / 90%

Percent of participants using skills or reporting change in behavior after attending Health Promotion class

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	90%	90%

Description of Results

The Employee Benefits and Wellness Program recently implemented a new online benefits system that offers on-demand access to change or view benefits, a tool to compare benefit options, and annual benefit statements. Employees have gained increased knowledge about their benefits and many opt to change to lower-cost health plans, resulting in annual County savings of \$360,000. Customer/Employee Satisfaction with Benefits services has increased during the last three years (from 80% satisfaction in FY 08 to 82% in FY 10). As a result of implementing the online benefits systems, efficiencies will be realized including the elimination of one vacant Fiscal Office Specialist position. During the year, Program staff worked with a labor/management committee to develop a Countywide Wellness Policy, which will assist in managing rising healthcare premiums, as well as other health-related costs including Workers' Compensation, sick leave, disability, and productivity costs. The County's innovative Wellness Program has received a 3rd FIT Business Award (platinum level) from the American Heart Association as an employer that champions employee health.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,618,959	Total Sources	\$1,482,845
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,618,959	Other Revenue	\$1,482,845
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,618,959	Total Requirements	\$1,482,845
Gross Appropriations	\$1,618,959	Gross Appropriations	\$1,482,845
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$0	Reserves	\$0
Number of Positions	8.0	Number of Positions	7.0
Number of FTEs	8.0	Number of FTEs	7.0

PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Program: Human Resources Strategic Support and Partnerships

Program Outcome Statement

Increase organizational capacity through technology, partnerships, and financial performance

Description of Services

HR Strategic Support and Partnerships provides policy development, leadership, financial analysis and reporting, Human Resources systems support, records management, customer service, and support to the Commission on the Status of Women (CSW) and Civil Service Commission.

Outcome Measures

Percent of customer survey respondents rating overall satisfaction with services good or better

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
94%	90%	90%

Quality and Outcome Measures meeting performance targets

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	90%	75%

Description of Results

HR Strategic Support and Partnerships has collaborated with County departments, external partners and internal HR divisions to provide a variety of resources. In FY 2009-10, 94% of customers rated services provided as good or better. During the current fiscal year, Program staff developed and published a four-year Strategic Plan and participated in the County's Succession Planning and Implementation Committee. In FY 2011-12, the Program will prepare and publish a comprehensive Workforce Planning Report that includes key employee demographic information as a tool to meet workforce needs; integrate performance management process with the County's Learning Management System; and complete a project to convert Civil Service/personnel files into electronic format to eliminate paper files and increase accessibility. HR will continue to rotate the Assistant Director of HR assignment, allowing for the reduction of the position from full-time to part-time reflecting salary savings. An accounting change reflects the transfer of one position to this program.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$2,194,195	Total Sources	\$2,081,950
General Fund Allocation	\$794,270	General Fund Allocation	\$820,741
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$621,030	Other Revenue	\$549,814
Fund Balance	\$778,895	Fund Balance	\$711,395
Total Requirements	\$2,194,195	Total Requirements	\$2,081,950
Gross Appropriations	\$2,134,878	Gross Appropriations	\$2,087,548
Intrafund Transfers	\$(531,214)	Intrafund Transfers	\$(596,129)
Reserves	\$590,531	Reserves	\$590,531
Number of Positions	9.0	Number of Positions	10.0
Number of FTEs	9.0	Number of FTEs	9.0

PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Program: Risk Management

Program Outcome Statement

Identify, assess, monitor, and mitigate safety and insurance programs

Description of Services

Risk Management (RM) activities support employees and departments to provide a healthy and safe working environment through the Safety Committee, Occupational Health/Safety Plan, Driver Program, Department of Transportation Drug and Alcohol Program, ergonomics, and OSHA Safety Programs. Staff also provide 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.

Outcome Measures

Number of Workers' Compensation claims (per 100 FTEs) - San Mateo County vs. ICMA average		
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
9.3 / 12.5	9.3 / 12.5	10.1 / 12.5
Percent of customer survey respondents rating overall satisfaction with services good or better		
FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
97%	97%	90%

Description of Results

RM provides strong financial performance through the appropriate identification, assessment, monitoring, and mitigation of potential exposures to County assets. During the last two years, RM has successfully negotiated premium rate reductions that have resulted in annual savings of \$1 million, developed a Driving Policy, provided departments with statistical reports and training, initiated roll-out of a preventative Repetitive Stress Injury software, and transitioned to a new treatment center for the County's Workers' Compensation and other examinations. RM works to mitigate economic resolution of potential liability claims against the County. RM has worked consultatively on environmental and liability issues with Real Property in the acquisition of properties. Customer satisfaction with RM services remains above 95%. The number of Workers' Compensation claims per 100 employees has continued to decrease. The County's rate is lower than the International City/County Management Association rate of 12.5 per 100/FTE's. An accounting change reflects the transfer of one position to another HR division.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,913,497	Total Sources	\$1,737,464
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$1,913,497	Other Revenue	\$1,737,464
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,913,497	Total Requirements	\$1,737,464
Gross Appropriations	\$1,923,497	Gross Appropriations	\$1,747,464
Intrafund Transfers	\$(10,000)	Intrafund Transfers	\$(10,000)
Reserves	\$0	Reserves	\$0
Number of Positions	13.0	Number of Positions	12.0
Number of FTEs	13.0	Number of FTEs	11.0

PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Program: Talent Acquisition

Program Outcome Statement

Ensure hiring of highly qualified and diverse workforce

Description of Services

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 provide and monitor a competitive and equitable compensation system and maintain a standardized classification plan.

Outcome Measures

Percent of clients satisfied with new hires after six months

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
94%	95%	90%

Time-to-Fill - Internal vs. External

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
4 weeks / 6 weeks	5 weeks / 6 weeks	6 weeks / 7 weeks

Description of Results

Program staff consistently receive above-average customer satisfaction ratings (90%+) for the services provided. In FY 2009-10, there were 171 recruitments conducted of which 60% were promotions and over 9,000 applications processed. The time-to-fill has decreased from 9 weeks in FY 2007-08 to 6 weeks in FY 2009-10 through the implementation of a streamlined testing process. Program staff have conducted training on the Civil Service Interview Process, completed a successful Merit Services System audit, and managed the Summer Training and Employment Program and the Management Talent Exchange Program. In FY 2011-12, Program staff will continue to work closely with the Countywide Reduction in Force Committee to identify available vacancies and successfully place at-risk employees into available vacant positions. The ability to effectively place at-risk employees may be impacted given the reduction of two MA positions from this program. (One position was eliminated and one position has been transferred to Employee and Labor Relations.) In addition, this program also reflects an accounting change that transfers two positions to other HR divisions.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,680,752	Total Sources	\$1,218,606
General Fund Allocation	\$1,390,440	General Fund Allocation	\$1,006,294
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$290,312	Other Revenue	\$212,312
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,680,752	Total Requirements	\$1,218,606
Gross Appropriations	\$1,983,415	Gross Appropriations	\$1,599,269
Intrafund Transfers	\$(302,663)	Intrafund Transfers	\$(380,663)
Reserves	\$0	Reserves	\$0
Number of Positions	14.0	Number of Positions	10.0
Number of FTEs	14.0	Number of FTEs	10.0

PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Program: Workforce Resources and Diversity

Program Outcome Statement

Increase individual potential and foster a productive work-environment

Description of Services

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.

Outcome Measures

Percent of complaints resolved prior to formal process - EEO and Employee and Labor Relations

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
92% / 99%	90% / 99%	90% / 90%

Percent of participants utilizing skills or reporting change in behavior after attending training classes

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
99%	99%	90%

Description of Results

Major initiatives conducted by Program staff include: 1) negotiating significant structural changes to labor agreements resulting in \$13 million annual savings; 2) implementing a Collaborative Performance Management System; 3) leading employee placement efforts and incentives programs; and 4) coordination/participation in the Regional Training Consortium for Public Agencies. The number of EEO and ELR cases continue to increase, although most cases are resolved prior to formal process. The number of grievances has increased, going from 36 in FY08-09 to 74 in FY09-10, requiring the transfer of one filled MA position to this program. It is anticipated that training participation will continue to decrease in part, due to charges associated with attending computer courses. In FY 2011-12, staff will continue to work to increase the number of individuals attending training by offering courses that are in alignment with organizational needs. The program reflects the reduction of two vacant part-time MA positions. In addition, an accounting change reflects the transfer of two positions to this program.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget																																																
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UNFUNDED PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Reduction: Reduction in Training and Development Services and staffing realignment in Employee and Labor Relations (ELR)

Description of Impacts from Budget Reduction

In an effort to mitigate further reductions in training services, beginning in FY 2011-12 departments will be charged for computer training to fully cover trainer, supplies and materials costs. Training expense will also be reduced through a variety of cost-saving strategies: including changing full day classes to half days (reducing consultant and food costs); expanding online courses and webinars; renegotiating consultant rates; utilizing more internal trainers; and implementing paperless training catalog/ materials. Potential impacts of reducing training and charging for courses include: decline in training participation, reduction of employees acquiring necessary job skills, and employees not meeting the annual 20-hour training target. ELR will eliminate two vacant part-time Management Analyst (MA) positions. This reduction is possible due to the transfer of one filled MA from Recruitment and Selection to help mitigate increased employee and labor relations cases and grievances.

FY 2011-12 Unfunded Budget

Total Sources	\$35,000	Total Requirements	\$35,000
General Fund Allocation	\$75,000	Gross Appropriations	\$35,000
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$(40,000)	Funded FTE	0.0

UNFUNDED PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Reduction: Reduce vacant Assistant Director of Human Resources from full-time to part-time and eliminate one vacant Fiscal Office

Description of Impacts from Budget Reduction

The reduction of the Assistant Director to part-time will allow for sufficient funding for the Department to fill the position on a rotational, development and work-out-of-class basis. This succession planning initiative will allow staff to expand scope of responsibilities, broaden knowledge/skill sets and the Department will have greater flexibility in providing coverage in high service demand areas, including providing assistance to departments undergoing restructurings/consolidations/reorganizations. However, timely responses and resources available will be impacted given reduced staffing levels. HR will continue to monitor levels of service and identify further impacts to customers. The elimination of one vacant FOS in the Benefits Division is possible given the newly implemented online benefits enrollment system, which has allowed for increased efficiencies including the elimination of paper processes. Opportunities to expand partnerships in the area of training and consultation will be implemented in FY 2011-12. These efforts will further build partnerships with outside agencies, increase internal knowledge and transferable skills and generate revenue for the County.

FY 2011-12 Unfunded Budget

Total Sources	\$242,152	Total Requirements	\$242,152
General Fund Allocation	\$256,085	Gross Appropriations	\$154,935
State Revenue	\$0	Intrafund Transfers	\$(87,167)
Federal Revenue	\$0	Number of Positions	1.0
Other Revenue	\$(13,933)	Funded FTE	1.5

UNFUNDED PROGRAM SUMMARY

Department: Human Resources Department

Division: Human Resources

Reduction: Elimination of two Management Analyst positions in Recruitment/Selection and Classification/Compensation

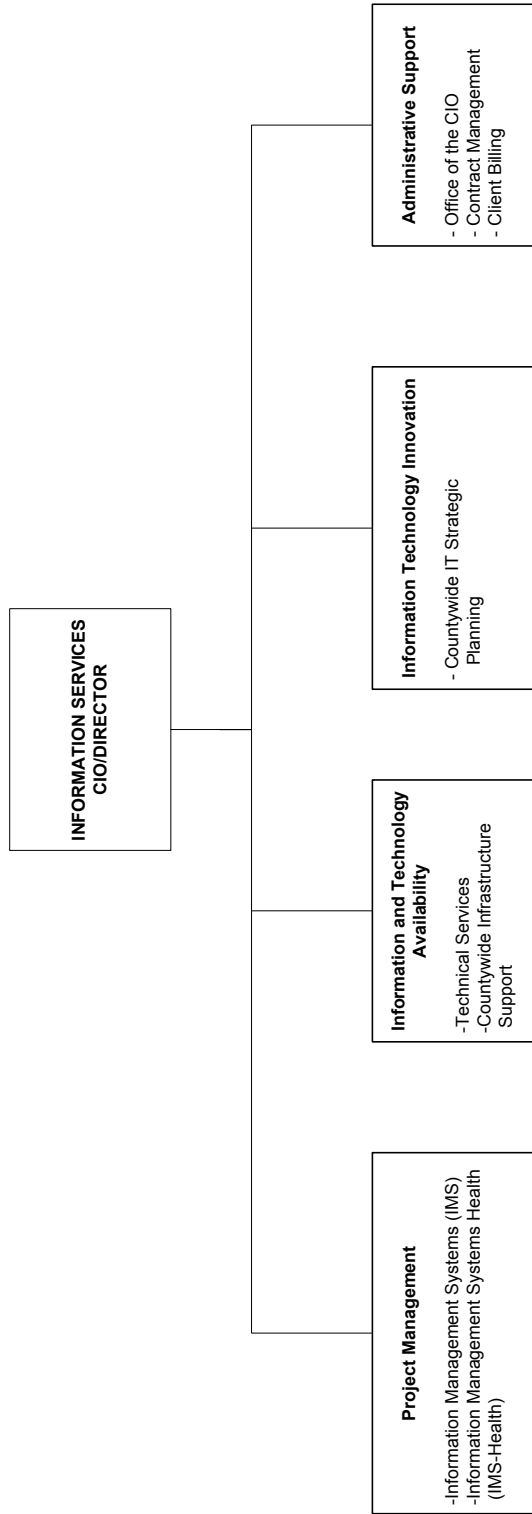
Description of Impacts from Budget Reduction

The Department has been informed by the Court that beginning in FY 2011-12, the Court will reduce its Service Level Agreement for HR services. As a result of this reduction and the reduced budget target, elimination of one vacant position and the transfer of one filled position to another division within HR will be implemented. With this transfer, the ELR Division will have the ability to eliminate two vacant part-time MA positions. While there have been significant reductions in recruitments, going from 446 in FY 2007-08 to 171 in FY 2009-10, classification studies have increased by 50% and staff have been deployed to support the Countywide Reduction in Force Committee by counseling and conducting placement activities for at-risk employees. The reduction in positions may result in delays in recruitments and increase timelines for classification studies next fiscal year. It will also impact staff's availability to provide strategic guidance and support to departments as they restructure operations and explore alternative methods for staffing given their reduced workforce. Response time to applicant and employee inquiries may also be impacted.

FY 2011-12 Unfunded Budget

Total Sources	\$254,518	Total Requirements	\$254,518
General Fund Allocation	\$254,518	Gross Appropriations	\$254,518
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	2.0
Other Revenue	\$0	Funded FTE	2.0

INFORMATION SERVICES



Information Services Department (1800B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	94,097	114,236	92,926	143,748	50,822
Charges for Services	4,258,867	551,034	617,087	509,324	(107,763)
Interfund Revenue	12,758,848	12,178,586	12,930,063	11,471,021	(1,459,042)
Miscellaneous Revenue	57,646	87,372			
Total Revenue	17,169,458	12,931,229	13,640,076	12,124,093	(1,515,983)
Fund Balance	9,639,555	8,346,439	4,304,897	741,791	(3,563,106)
TOTAL SOURCES	26,809,013	21,277,668	17,944,973	12,865,884	(5,079,089)
REQUIREMENTS					
Salaries and Benefits	19,583,137	21,507,553	23,196,978	21,750,782	(1,446,196)
Services and Supplies	29,401,461	26,011,689	28,859,237	25,046,125	(3,813,112)
Other Charges	1,329,898	1,411,493	1,695,276	1,400,473	(294,803)
Fixed Assets	778,053	532,577	2,976,196	1,701,677	(1,274,519)
Other Financing Uses	352,002	579,087	704,180	286,089	(418,091)
Gross Appropriations	51,444,552	50,042,399	57,431,867	50,185,146	(7,246,721)
Intrafund Transfers	(32,980,477)	(32,985,749)	(41,293,200)	(39,678,568)	1,614,632
Net Appropriations	18,464,074	17,056,650	16,138,667	10,506,578	(5,632,089)
Contingencies/Dept Reserves	8,344,938	4,221,018	1,806,306	2,359,306	553,000
TOTAL REQUIREMENTS	26,809,012	21,277,668	17,944,973	12,865,884	(5,079,089)
AUTHORIZED POSITIONS					
Salary Resolution	155.0	158.0	152.0	140.0	(12.0)
Funded FTE	154.3	158.0	150.3	139.3	(11.0)

DEPARTMENT OVERVIEW

Information Services Department

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.

Who We Serve / What We Do

Services to County Departments and/or Employees

- Strategic IT direction setting
- Platform Support (ECM, DAG, GIS, eGov)
- Application Development and Support
- Health IT Management – application support, project and product analysis
- IT Project Management
- Business Intelligence, Report Writing and Data Classification
- Network Security – data, voice and radio
- Malware (computer virus) protection
- Spam filtering
- Billing
- Project Accounting – customer billing, service request transactions support
- Accounts Payable/ Accounts Receivable
- Contract Administration and Management
- Procurement – Equipment, Hardware, Health applications, software, licenses, services
- Budget Monitoring, Development and Reporting
- Network Support (includes Network, Telephones, Voice and Data)
- Countywide Service Desk
- Mass Storage
- Data Center Services
- Cardkey Services
- Radio Network Support
- Public Safety Radio Support
- Low-Voltage Systems (P.A.)

Services to Community Partners

- Regional Radio Coordination, Technical Advisory Group Chair
- Geographical Information System Shared Services
- SamTrans Radio Support
- Mutual Aid Radio Support for City Police Departments

Services to Countywide Advisory Bodies

- Countywide IT Strategic Direction Setting and Prioritization
- Countywide IT Standards
- Provide IT policy analysis and direction
- Internet Policy Support
- Countywide Email Policy Support
- Countywide IT Security Policy Support
- Administrative Memorandum B1 Support (IT procurement)
- ECM Standards and Guidelines

- Portable Computing Policy
- Telecommunications Guidelines

Major Accomplishments

- Reduced County energy costs utilizing virtual servers
- Migrated public safety radio infrastructure to new, nationwide standard
- Awarded multiple Federal grants supporting regional radio interoperability
- Developed and instituted a comprehensive service level agreement (SLA) for the Health System
- Implemented new generation, countywide electronic content management system (ECM)
- Realized immediate cost savings by renegotiating services and pricing structure for printer maintenance contracts

Net County Cost Breakdown

The Department's FY 2011-12 Recommended Budget has no Net County Cost.

Reserves

Reserves Category	FY 2010-11 Revised	FY 2011-12 Recommended
General Fund Reserves	\$1,806,306	\$2,359,306
% of G/F Net Appropriations	11.2%	22.5%

Information Services Department

FY 2011-12 Recommended Budget

		Total Requirements	General Fund Allocation	Page #
Funded	Administrative Support	\$152,605	\$0	6-86
	Information and Technology Availability	\$8,118,242	\$0	6-87
	Information Technology Innovation	\$0	\$0	6-88
	Information Technology Project Management	\$4,595,037	\$0	6-89
Total		\$12,865,884	\$0	
Unfunded				

PROGRAM SUMMARY

Department: Information Services Department

Division: Information Services Department

Program: Administrative Support

Program Outcome Statement

Increase accuracy of processing contracts and billings

Description of Services

The Administrative Supports Program provides departmental oversight, administrative and fiscal support for the department and for county departments. Program services include accounting services, budget and budget monitoring, contract administration, customer billing, payroll/personnel, purchasing, training coordination and clerical support.

Outcome Measures

Contracts and agreements process within established timelines

FY 2009-10 Actual

N/A

FY 2010-11 Estimate

85%

FY 2011-12 Target

95%

Reduce the number of billing corrections required

FY 2009-10 Actual

N/A

FY 2010-11 Estimate

N/A

FY 2011-12 Target

20%

Description of Results

The Administrative Support Program expects to process 275 contracts and 185,000 customer charges items in FY 2011-12. At this funding level the program expects to process 95% of contracts within established timelines and reduce the number of billing corrections by 20% in FY 2011-12.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$3,265,921	Total Sources	\$152,605
General Fund Allocation	\$3,265,921	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$152,605
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$3,265,921	Total Requirements	\$152,605
Gross Appropriations	\$3,265,921	Gross Appropriations	\$2,695,381
Intrafund Transfers	\$0	Intrafund Transfers	\$(2,542,776)
Reserves	\$0	Reserves	\$0
Number of Positions	13.0	Number of Positions	13.0
Number of FTEs	13.0	Number of FTEs	13.0

PROGRAM SUMMARY

Department: Information Services Department

Division: Information Services Department

Program: Information and Technology Availability

Program Outcome Statement

Maintain availability of Information Technology services

Description of Services

This program ensures the availability of Information Technology services to all County Departments as well as County residents by designing, implementing and supporting highly available infrastructure that leverages technologies including automated failover, virtualization and clustering. This program includes automated monitoring and notification to maintain over 600 high-volume devices including network appliances and file servers.

Outcome Measures

Percent of Information and Technology Available

FY 2009-10 Actual

99.8%

FY 2010-11 Estimate

99.8%

FY 2011-12 Target

99.8%

Percent of User Satisfaction with Information Technology Availability Necessary to Perform Job Functions

FY 2009-10 Actual

90%

FY 2010-11 Estimate

90%

FY 2011-12 Target

90%

Description of Results

This program ensures consistent availability of Information Technology services at 99.8% for 6,600 end-point computing devices. In addition, the program includes metrics for support tickets responsiveness, blocks email spam and viruses that could impact systems performance. The program also provides virtual computing environments allowing automated, geographically diverse fail-over options for departmental systems and continuity of Countywide Information Technology services in the event of an event. A highly available computing environment ensures high levels of user satisfaction with "Availability of Information Technology Necessary to Perform Job Functions."

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$11,709,344	Total Sources	\$8,118,242
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$8,215,937	Other Revenue	\$8,116,451
Fund Balance	\$3,493,407	Fund Balance	\$1,791
Total Requirements	\$11,709,344	Total Requirements	\$8,118,242
Gross Appropriations	\$32,921,055	Gross Appropriations	\$31,174,175
Intrafund Transfers	\$(22,278,017)	Intrafund Transfers	\$(24,668,239)
Reserves	\$1,066,306	Reserves	\$1,612,306
Number of Positions	88.0	Number of Positions	85.0
Number of FTEs	86.0	Number of FTEs	84.0

PROGRAM SUMMARY

Department: Information Services Department

Division: Information Services Department

Program: Information Technology Innovation

Program Outcome Statement

Increase County service availability and manage the cost of Information Technology

Description of Services

The Information Services Department is responsible for providing all County departments with Information Technology strategies that will help provide services to residents and manage Information Technology costs. Information Technology Innovation is a new program intended to increase the use of Information Technology to provide additional access to County services and to increase Information Technology cost accountability and control.

Outcome Measures

Number of County services available on the web

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
10	15	30

Number of automated work-flows active in the County

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
5	8	25

Description of Results

Reduce the number of proprietary, non-interoperable and non web-enabled Information Technology systems in the County. Increase the number of County services available on the web. Increase the number of County web sites supporting mobile web access. Support business process redesign and work-flow development. Consistently conduct a cost benefit analysis before approving an Information Technology project that is not mandated nor end-of-life driven.

This budget is zero pending Information Management and Planning Council input.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,196,013	Total Sources	\$0
General Fund Allocation	\$1,196,013	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$0	Fund Balance	\$0
Total Requirements	\$1,196,013	Total Requirements	\$0
Gross Appropriations	\$1,054,100	Gross Appropriations	\$0
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$141,913	Reserves	\$0
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Information Services Department

Division: Information Services Department

Program: Information Technology Project Management

Program Outcome Statement

Increase timeliness and cost effectiveness of Information Technology Project Management

Description of Services

The Information Services Department (ISD) manages Information Technology projects for all County departments. ISD's Information Technology Project Management program is based on Project Management Institute's (PMI) Best Practices, and is designed to increase the likelihood of project success through standardized processes. The Project Management program includes providing cost-effective Information Technology solutions on time and within budget through project planning, prioritization, coordination, change control, tracking and implementation services.

Outcome Measures

Percent of Medium and Large IT projects completed on time

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	85%	90%

Percent of Medium and Large IT projects completed within budget

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
95%	90%	95%

Description of Results

Reduce the number of projects that are over budget, not properly scoped, fail to meet project goals/objectives, and are not completed on time in FY 2011-12. Increase the opportunities for cross-departmental and cross-functional projects; thereby reducing duplication of effort. Establish governance procedures in order to prioritize projects based on needs and assignment of the appropriate resources.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$1,773,695	Total Sources	\$4,595,037
General Fund Allocation	\$(4,461,934)	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$5,424,139	Other Revenue	\$3,855,037
Fund Balance	\$811,490	Fund Balance	\$740,000
Total Requirements	\$1,773,695	Total Requirements	\$4,595,037
Gross Appropriations	\$20,190,791	Gross Appropriations	\$16,315,590
Intrafund Transfers	\$(19,015,183)	Intrafund Transfers	\$(12,467,553)
Reserves	\$598,087	Reserves	\$747,000
Number of Positions	51.0	Number of Positions	42.0
Number of FTEs	51.0	Number of FTEs	42.0

Grand Jury (1920B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue		1,880			
Total Revenue		1,880			
Fund Balance	128,523	128,523	174,464	174,464	
TOTAL SOURCES	128,523	130,403	174,464	174,464	
REQUIREMENTS					
Salaries and Benefits	46,525	44,550	55,941	55,941	
Services and Supplies	432,194	437,527	529,468	475,107	(54,361)
Other Charges	3,341	3,393	8,500	6,000	(2,500)
Net Appropriations	482,060	485,470	593,909	537,048	(56,861)
Contingencies/Dept Reserves	128,523	128,523	128,523	128,523	
TOTAL REQUIREMENTS	610,583	613,993	722,432	665,571	(56,861)
NET COUNTY COST	482,060	483,590	547,968	491,107	(56,861)

PROGRAM SUMMARY

Department: Grand Jury

Division: Grand Jury

Program: Grand Jury

Program Outcome Statement

Conducts civil investigations of county and city government operations

Description of Services

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.

Outcome Measures

Percent of time that the County's financial statements are fairly stated in all material respects

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
100%	100%	100%

Percent of Grand Jury Recommendations that San Mateo County elected officials and staff agree to implement

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
65%	70%	70%

Description of Results

The Grand Jury conducted ten investigations and published ten final reports in FY 2010-11: Sex Offender Law Enforcement in San Mateo County; School Bond Citizens' Oversight Committees, Prop 39; The Cost of Special Education in San Mateo County School Districts; San Mateo County's Vehicle Fleet Management and Employee Vehicle Reimbursement Programs; Funding Realities and the San Mateo Medical Center; The Effectiveness of Red Light Traffic Camera Enforcement; City Fire Department Consolidations/Mergers; Charter Amendment Changing the San Mateo County Controller and Treasurer-Tax Collector elected offices to an appointed Chief Financial Officer; Follow-up on San Mateo County Public School Fire Alarm Systems Report, Modifying Qualifications for the San Mateo County Treasurer-Tax Collector Office. In summary, County of San Mateo elected officials and staff agreed with 13 out of 20 official recommendations listed in the reports. The Grand Jury found the audits of the County financial statements to be complete and accurate.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$722,432	Total Sources	\$665,571
General Fund Allocation	\$547,968	General Fund Allocation	\$491,107
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$0	Other Revenue	\$0
Fund Balance	\$174,464	Fund Balance	\$174,464
Total Requirements	\$722,432	Total Requirements	\$665,571
Gross Appropriations	\$593,909	Gross Appropriations	\$537,048
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$128,523	Reserves	\$128,523
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

UNFUNDED PROGRAM SUMMARY

Department: Grand Jury

Division: Grand Jury

Reduction: Grand Jury - Reductions to External Auditor Contract

Description of Impacts from Budget Reduction

The impact of reducing the Contract for financial audit services increases the number of programs included in the Single Audit for FY 2010-11 through FY 2013-14 from seven to eight.

FY 2011-12 Unfunded Budget

Total Sources	\$56,861	Total Requirements	\$56,861
General Fund Allocation	\$56,861	Gross Appropriations	\$56,861
State Revenue	\$0	Intrafund Transfers	\$0
Federal Revenue	\$0	Number of Positions	0.0
Other Revenue	\$0	Funded FTE	0.0

Non-Departmental Services (8000B)
General Funds

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	371,642,175	382,854,036	331,609,191	329,717,886	(1,891,305)
Licenses, Permits and Franchises	443,999	396,063	396,063	396,063	
Fines, Forfeitures and Penalties		980,581			
Use of Money and Property	1,951,413	4,081,757	5,483,769	5,483,769	
Intergovernmental Revenues	1,370,385	2,497,440	1,347,240	1,345,345	(1,895)
Charges for Services	2,214,369	22,721	205	205	
Interfund Revenue	14,201,947	3,887,343	4,448,594	4,835,053	386,459
Miscellaneous Revenue	1,403,971	504,200	400,000	300,000	(100,000)
Other Financing Sources	975,474				
Total Revenue	394,203,734	395,224,142	343,685,062	342,078,321	(1,606,741)
Fund Balance	217,508,722	222,079,958	246,634,457	175,358,912	(71,275,545)
TOTAL SOURCES	611,712,456	617,304,100	590,319,519	517,437,233	(72,882,286)
REQUIREMENTS					
Salaries and Benefits	3,233,157	2,531,803	2,100,000	2,100,000	
Services and Supplies	11,511,349	15,745,288	18,130,055	15,686,308	(2,443,747)
Other Charges	1,324,061	2,673,079	2,602,956	2,457,336	(145,620)
Other Financing Uses	13,919,130	9,546,722	21,382,456	21,374,948	(7,508)
Gross Appropriations	29,987,697	30,496,892	44,215,467	41,618,592	(2,596,875)
Intrafund Transfers	(552,264)	(2,527,946)	(794,582)	(662,800)	131,782
Net Appropriations	29,435,433	27,968,946	43,420,885	40,955,792	(2,465,093)
Contingencies/Dept Reserves	176,023,242	154,756,675	183,706,140	142,312,906	(41,393,234)
TOTAL REQUIREMENTS	205,458,675	182,725,621	227,127,025	183,268,698	(43,858,327)
NET COUNTY COST	(406,253,781)	(434,578,479)	(363,192,494)	(334,168,535)	29,023,959

PROGRAM SUMMARY

Department: Non-Departmental Services

Division: Non-Departmental Services

Program: Non-Departmental Reserves and Contingencies

Program Outcome Statement

This program ensures compliance with the County's Reserves Policy

Description of Services

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. The Reserves Policy limits the use of ERAF Reserves to one-time uses, such as capital and IT projects, pay down of unfunded liabilities, debt retirement, and productivity enhancement and cost avoidance projects.

Outcome Measures

General Fund Reserves and Contingencies as a percentage of General Fund Net Appropriations

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
19.4%	21.4%	18.0%

Estimated amount of County Structural Budget Deficit

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
\$70 million	\$77 million	\$48 million

Description of Results

It is projected that the County will enter FY 2011-12 with Non-Departmental Reserves and Contingencies totaling \$139.5 million. Of this amount, \$110.2 million represents ERAF Reserves and \$29.3 million represents Contingencies. Non-Departmental Reserves have been exhausted due to the ongoing Structural Budget Deficit. The Reserves and Contingencies in this budget unit represent 14.3% of the General Fund's Net Appropriations. (Departmental Reserves account for an additional 3.7% of Net Appropriations.) Three major transactions during FY 2010-11 had a significant impact on Reserve balances: the purchases of the new Jail site (\$17.9 million) and Circle Star Plaza (\$40.7 million) and a one-time transfer to the Human Services Agency (\$3.7 million) to backfill State revenue shortfalls. The County has retained the option of financing the real estate transactions in the next 18-36 months to replenish Reserves. The use of ERAF Reserves for the purchase of the new Jail site and Circle Star Plaza is in compliance with the County's Reserves Policy.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$180,880,260	Total Sources	\$139,487,025
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$44,629,557	Other Revenue	\$39,639,993
Fund Balance	\$136,250,703	Fund Balance	\$99,847,033
Total Requirements	\$180,880,260	Total Requirements	\$139,487,026
Gross Appropriations	\$0	Gross Appropriations	\$0
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$180,880,260	Reserves	\$139,487,026
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

PROGRAM SUMMARY

Department: Non-Departmental Services

Division: Non-Departmental Services

Program: Non-Departmental Sources, Uses and Allocations

Program Outcome Statement

Receives and allocates general purpose revenues to support County services

Description of Services

This budget unit contains general purpose revenue, including Property Tax, Sales and Use Tax, Transient Occupancy Tax and Interest earnings. It also contains 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 County departments such as information technology, facility repairs, capital improvement projects and debt service payments.

Outcome Measures

Percent of budgets exceeding appropriations at fiscal year-end

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
1.5%	1.5%	0%

Ongoing general purpose revenue growth over time

FY 2009-10 Actual	FY 2010-11 Estimate	FY 2011-12 Target
-4.9%	-1.3%	-0.2%

Description of Results

General Fund allocations (or Net County Cost) for FY 2011-12 total \$334.2 million, representing a decrease of \$29.0 million. This represents \$26.9 million in ongoing reductions and an increase in the Prop. 172 allocations of \$5.5 million, offset by ongoing Salary and Benefit increases of \$1.8 million, an increase in the Fire Subsidy of \$818,374 due to declining Property Tax revenues in the Fire District, and an ongoing Net County Cost increase to the Human Services Agency (HSA) of \$800,000 approved by the Board on March 1, 2011.

Mandated appropriations include debt service for the Maguire Jail Facility, the Sheriff's Radio Project, the HSA Project and the Equipment Project, as well as funding for the negotiated CareShares and Flex Spending programs. Non-Mandated high priority initiatives include the County's contribution to the Children's Health Initiative, countywide capital and IT projects, and contracts with lobbyists. ERAF Reserves will fund countywide capital and IT projects.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$46,246,765	Total Sources	\$43,781,672
General Fund Allocation	\$(363,192,494)	General Fund Allocation	\$(334,168,535)
State Revenue	\$1,347,240	State Revenue	\$1,345,345
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$297,708,265	Other Revenue	\$301,092,983
Fund Balance	\$110,383,754	Fund Balance	\$75,511,879
Total Requirements	\$46,246,765	Total Requirements	\$43,781,672
Gross Appropriations	\$44,215,467	Gross Appropriations	\$41,618,592
Intrafund Transfers	\$(794,582)	Intrafund Transfers	\$(662,800)
Reserves	\$2,825,880	Reserves	\$2,825,880
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

Debt Service Fund (8900B)

Debt Service Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(815,907)	156,831			
Other Financing Sources	30,534,805	30,408,580	29,636,404	29,654,562	18,158
Total Revenue	29,718,898	30,565,411	29,636,404	29,654,562	18,158
Fund Balance	23,970,476	15,840,300	16,456,209	17,457,915	1,001,706
TOTAL SOURCES	53,689,374	46,405,711	46,092,613	47,112,477	1,019,864
REQUIREMENTS					
Other Charges	37,849,074	29,949,501	30,560,797	30,594,638	33,841
Net Appropriations	37,849,074	29,949,501	30,560,797	30,594,638	33,841
Non-General Fund Reserves	15,840,300	16,456,209	15,531,816	16,517,839	986,023
TOTAL REQUIREMENTS	53,689,374	46,405,710	46,092,613	47,112,477	1,019,864

PROGRAM SUMMARY

Department: Debt Service Fund

Division: Debt Service Fund

Program: Debt Service Fund

Program Outcome Statement

Fund countywide debt service payments

Description of Services

The Debt Service Fund was established in FY 1995-96 to centrally budget all County debt service payments. Amounts are transferred into this fund from various funding sources before payments are made. In June 1997, the County adopted a Debt Limit policy that caps annual debt service payments at 4% of the County Budget average for the last five years. The payment of debt service obligations is a mandated function.

Outcome Measures

Issuer credit ratings from Moody's and Standard & Poor's

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

Aa1 / AAA

Aa1 / AAA

Aa1 / AAA

Debt service obligations paid on time and within budget

FY 2009-10 Actual

FY 2010-11 Estimate

FY 2011-12 Target

100%

100%

100%

Description of Results

In September 2008 the County refinanced the 2003 Youth Services Center bonds to escape from the failing Auction Rate Security (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 of 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.

Debt service obligations for FY 2011-12 total \$29,654,562.

FY 2010-11 Current Revised Budget		FY 2011-12 Recommended Budget	
Total Sources	\$46,092,613	Total Sources	\$47,112,477
General Fund Allocation	\$0	General Fund Allocation	\$0
State Revenue	\$0	State Revenue	\$0
Federal Revenue	\$0	Federal Revenue	\$0
Other Revenue	\$29,636,404	Other Revenue	\$29,654,562
Fund Balance	\$16,456,209	Fund Balance	\$17,457,915
Total Requirements	\$46,092,613	Total Requirements	\$47,112,477
Gross Appropriations	\$30,560,797	Gross Appropriations	\$30,594,638
Intrafund Transfers	\$0	Intrafund Transfers	\$0
Reserves	\$15,531,816	Reserves	\$16,517,839
Number of Positions	0.0	Number of Positions	0.0
Number of FTEs	0.0	Number of FTEs	0.0

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BUDGET UNIT AND PROGRAM SUMMARIES

COUNTY OF SAN MATEO FY 2011-12 **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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	2,707	3,958	2,100	2,100	
Fines, Forfeitures and Penalties	354,179	332,441	322,000	322,000	
Intergovernmental Revenues	38,222,032	39,766,405	52,249,767	51,124,134	(1,125,633)
Charges for Services	9,073,256	9,142,795	8,923,720	10,186,127	1,262,407
Interfund Revenue	12,395,779	11,378,525	12,393,806	12,863,039	469,233
Miscellaneous Revenue	669,051	893,520	710,389	710,389	
Other Financing Sources	325,336	461,870	500,000		(500,000)
Total Revenue	61,042,339	61,979,514	75,101,782	75,207,789	106,007
Fund Balance	5,161,476	8,174,415	9,967,565	9,711,214	(256,351)
TOTAL SOURCES	66,203,815	70,153,929	85,069,347	84,919,003	(150,344)
REQUIREMENTS					
Salaries and Benefits	110,701,617	109,920,560	134,534,106	131,104,590	(3,429,516)
Services and Supplies	11,245,125	16,011,174	20,289,290	19,004,148	(1,285,142)
Other Charges	16,967,100	17,179,638	19,641,056	18,031,059	(1,609,997)
Fixed Assets	803,294	732,062	5,000,480	2,184,500	(2,815,980)
Other Financing Uses	905,874	899,765	907,765	904,300	(3,465)
Gross Appropriations	140,623,011	144,743,199	180,372,697	171,228,597	(9,144,100)
Intrafund Transfers	(1,417,204)	(1,895,938)	(2,794,688)	(2,476,545)	318,143
Net Appropriations	139,205,807	142,847,261	177,578,009	168,752,052	(8,825,957)
Contingencies/Dept Reserves	2,469,849	4,666,589	6,296,631	6,139,893	(156,738)
TOTAL REQUIREMENTS	141,675,656	147,513,850	183,874,640	174,891,945	(8,982,695)
NET COUNTY COST	75,471,841	77,359,921	98,805,293	89,972,942	(8,832,351)
AUTHORIZED POSITIONS					
Salary Resolution	645.0	625.0	652.0	630.0	(22.0)
Funded FTE	644.6	626.8	637.5	625.4	(12.1)

Administrative and Support Services (3011P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	124,554	18,214	3,850	3,850	
Charges for Services	273,884	253,529	242,100	242,100	
Interfund Revenue	36,444	36,453	5,000	5,000	
Miscellaneous Revenue	35,250	34,231	101,389	101,389	
Total Revenue	470,132	342,426	352,339	352,339	
Fund Balance	5,161,476	8,174,415	9,967,565	9,711,214	(256,351)
TOTAL SOURCES	5,631,608	8,516,841	10,319,904	10,063,553	(256,351)
REQUIREMENTS					
Salaries and Benefits	2,871,317	2,997,080	3,405,574	3,318,344	(87,230)
Services and Supplies	309,339	1,793,671	603,480	757,721	154,241
Other Charges	321,560	366,711	308,336	335,320	26,984
Gross Appropriations	3,502,216	5,157,462	4,317,390	4,411,385	93,995
Intrafund Transfers				(316,489)	(316,489)
Net Appropriations	3,502,216	5,157,462	4,317,390	4,094,896	(222,494)
Contingencies/Dept Reserves	2,469,849	4,666,589	6,296,631	6,139,893	(156,738)
TOTAL REQUIREMENTS	5,972,065	9,824,051	10,614,021	10,234,789	(379,232)
NET COUNTY COST	340,456	1,307,210	294,117	171,236	(122,881)
AUTHORIZED POSITIONS					
Salary Resolution	29.0	28.0	23.0	22.0	(1.0)
Funded FTE	28.9	28.5	23.0	22.0	(1.0)

Professional Standards Bureau (3013P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	2,707	3,958	2,100	2,100	
Intergovernmental Revenues	1,225,076	1,221,167	1,122,981	1,214,665	91,684
Charges for Services	235,200	222,280	286,900	286,900	
Interfund Revenue	80,185	79,804	38,705	38,705	
Miscellaneous Revenue	82,198	106,456	489,000	489,000	
Other Financing Sources		18,800			
TOTAL SOURCES	1,625,366	1,652,465	1,939,686	2,031,370	91,684
REQUIREMENTS					
Salaries and Benefits	11,235,775	10,203,345	10,204,419	8,286,342	(1,918,077)
Services and Supplies	1,070,990	807,813	1,516,902	1,528,597	11,695
Other Charges	1,243,153	1,155,018	1,227,125	1,193,183	(33,942)
Gross Appropriations	13,549,919	12,166,176	12,948,446	11,008,122	(1,940,324)
Intrafund Transfers	(107,012)	(108,692)	(108,692)	(108,692)	
TOTAL REQUIREMENTS	13,442,907	12,057,484	12,839,754	10,899,430	(1,940,324)
NET COUNTY COST	11,817,541	10,405,019	10,900,068	8,868,060	(2,032,008)
AUTHORIZED POSITIONS					
Salary Resolution	65.0	55.0	55.0	45.0	(10.0)
Funded FTE	64.9	54.9	54.9	44.9	(10.0)

Forensic Laboratory (3017P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	2,207,773	2,329,988	4,430,492	3,726,248	(704,244)
Charges for Services	1,354,362	913,636	847,176	1,673,750	826,574
Interfund Revenue	609,083	596,053	624,274	633,159	8,885
Miscellaneous Revenue	12,551	235,460			
TOTAL SOURCES	4,183,768	4,075,136	5,901,942	6,033,157	131,215
REQUIREMENTS					
Salaries and Benefits	3,856,295	4,273,632	4,679,484	4,468,843	(210,641)
Services and Supplies	727,548	972,700	2,250,272	2,292,919	42,647
Other Charges	621,090	1,203,387	1,601,735	771,037	(830,698)
Fixed Assets	130,516	64,393	246,220	204,500	(41,720)
Other Financing Uses	905,874	899,765	907,765	904,300	(3,465)
Gross Appropriations	6,241,322	7,413,877	9,685,476	8,641,599	(1,043,877)
Intrafund Transfers		(714,634)	(826,574)		826,574
TOTAL REQUIREMENTS	6,241,322	6,699,244	8,858,902	8,641,599	(217,303)
NET COUNTY COST	2,057,553	2,624,107	2,956,960	2,608,442	(348,518)
AUTHORIZED POSITIONS					
Salary Resolution	31.0	30.0	31.0	30.0	(1.0)
Funded FTE	31.0	30.7	29.2	28.8	(0.4)

Patrol Bureau (3051P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	330,645	295,416	282,000	282,000	
Intergovernmental Revenues	6,946,445	6,378,380	10,407,290	13,330,430	2,923,140
Charges for Services	5,757,202	6,275,343	6,020,394	6,486,227	465,833
Miscellaneous Revenue	205,883	252,113	100,000	100,000	
TOTAL SOURCES	13,240,174	13,201,252	16,809,684	20,198,657	3,388,973
REQUIREMENTS					
Salaries and Benefits	19,855,997	20,969,498	28,496,089	29,934,962	1,438,873
Services and Supplies	771,879	852,824	1,140,897	1,302,381	161,484
Other Charges	2,431,141	2,491,112	2,891,407	2,860,848	(30,559)
Fixed Assets	36,847	18,520			
Gross Appropriations	23,095,863	24,331,954	32,528,393	34,098,191	1,569,798
Intrafund Transfers		(73,610)	(57,610)	258,879	316,489
TOTAL REQUIREMENTS	23,095,863	24,258,344	32,470,783	34,357,070	1,886,287
NET COUNTY COST	9,855,689	11,057,092	15,661,099	14,158,413	(1,502,686)
AUTHORIZED POSITIONS					
Salary Resolution	103.0	100.0	128.0	127.0	(1.0)
Funded FTE	102.9	99.9	116.7	124.0	7.3

Investigations Bureau (3053P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	23,534	37,026	40,000	40,000	
Intergovernmental Revenues	8,555,670	9,492,850	10,576,492	11,659,362	1,082,870
Charges for Services	178,381	159,879	146,000	146,000	
Interfund Revenue	2,319,872	2,178,560	2,291,851	2,021,809	(270,042)
Miscellaneous Revenue	31,029	31,152			
TOTAL SOURCES	11,108,487	11,899,466	13,054,343	13,867,171	812,828
REQUIREMENTS					
Salaries and Benefits	12,202,027	12,455,884	15,242,626	14,349,518	(893,108)
Services and Supplies	3,009,578	4,876,897	4,945,614	5,233,070	287,456
Other Charges	1,382,139	1,203,949	1,814,762	1,826,542	11,780
Fixed Assets	419,960	103,446	166,381	450,000	283,619
Gross Appropriations	17,013,705	18,640,176	22,169,383	21,859,130	(310,253)
Intrafund Transfers	(782,565)	(706,050)	(608,339)	(668,335)	(59,996)
TOTAL REQUIREMENTS	16,231,139	17,934,126	21,561,044	21,190,795	(370,249)
NET COUNTY COST	5,122,653	6,034,660	8,506,701	7,323,624	(1,183,077)
AUTHORIZED POSITIONS					
Salary Resolution	70.0	71.0	72.0	71.0	(1.0)
Funded FTE	70.0	71.7	71.8	70.7	(1.1)

Office of Emergency Services (3055P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	3,607,223	4,344,822	9,918,574	5,027,181	(4,891,393)
Charges for Services	50,928	50,000	50,000	50,000	
Miscellaneous Revenue	58,100	6,722			
Other Financing Sources	325,336	443,070	500,000		(500,000)
TOTAL SOURCES	4,041,586	4,844,613	10,468,574	5,077,181	(5,391,393)
REQUIREMENTS					
Salaries and Benefits	2,409,718	2,240,807	2,015,520	2,050,286	34,766
Services and Supplies	2,183,017	3,763,938	5,002,239	2,621,302	(2,380,937)
Other Charges	784,057	820,874	868,325	858,696	(9,629)
Fixed Assets	215,971	376,459	4,587,879	1,530,000	(3,057,879)
TOTAL REQUIREMENTS	5,592,762	7,202,077	12,473,963	7,060,284	(5,413,679)
NET COUNTY COST	1,551,176	2,357,464	2,005,389	1,983,103	(22,286)
AUTHORIZED POSITIONS					
Salary Resolution	10.0	10.0	10.0	10.0	
Funded FTE	10.0	10.0	10.0	10.0	

Maguire Correctional Facility (3101P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	12,514,692	12,726,933	12,195,961	12,492,192	296,231
Charges for Services	220,879	303,114	285,000	255,000	(30,000)
Interfund Revenue	743,696	673,958	673,908	712,474	38,566
Miscellaneous Revenue	160,899	201,518			
TOTAL SOURCES	13,640,166	13,905,523	13,154,869	13,459,666	304,797
REQUIREMENTS					
Salaries and Benefits	37,277,112	36,366,575	45,379,095	44,346,628	(1,032,467)
Services and Supplies	1,456,624	1,210,285	1,258,021	1,258,021	
Other Charges	8,366,321	8,110,445	8,866,948	8,131,732	(735,216)
Fixed Assets		6,380			
TOTAL REQUIREMENTS	47,100,057	45,693,686	55,504,064	53,736,381	(1,767,683)
NET COUNTY COST	33,459,891	31,788,163	42,349,195	40,276,715	(2,072,480)
AUTHORIZED POSITIONS					
Salary Resolution	226.0	221.0	224.0	219.0	(5.0)
Funded FTE	226.0	221.7	224.0	219.0	(5.0)

Custody Programs (3150P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	1,748,614	2,027,383	2,414,169	2,381,471	(32,698)
Charges for Services	912,089	876,592	1,021,150	1,021,150	
Miscellaneous Revenue	65,079	24,979	20,000	20,000	
TOTAL SOURCES	2,725,782	2,928,954	3,455,319	3,422,621	(32,698)
REQUIREMENTS					
Salaries and Benefits	7,555,555	7,963,959	9,084,353	8,970,804	(113,549)
Services and Supplies	639,422	619,881	2,273,514	2,711,786	438,272
Other Charges	1,274,696	1,287,104	1,475,847	1,479,534	3,687
Fixed Assets		162,864			
Gross Appropriations	9,469,673	10,033,807	12,833,714	13,162,124	328,410
Intrafund Transfers	(343,000)	(101,622)	(1,046,565)	(1,495,000)	(448,435)
TOTAL REQUIREMENTS	9,126,673	9,932,185	11,787,149	11,667,124	(120,025)
NET COUNTY COST	6,400,891	7,003,231	8,331,830	8,244,503	(87,327)
AUTHORIZED POSITIONS					
Salary Resolution	38.0	41.0	41.0	40.0	(1.0)
Funded FTE	38.0	40.5	40.0	40.0	

Court Security and Transportation Services (3158P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	1,291,986	1,226,668	1,179,958	1,288,735	108,777
Charges for Services	90,330	88,422	25,000	25,000	
Interfund Revenue	8,606,499	7,813,697	8,760,068	9,451,892	691,824
Miscellaneous Revenue	18,062	890			
TOTAL SOURCES	10,006,877	9,129,677	9,965,026	10,765,627	800,601
REQUIREMENTS					
Salaries and Benefits	13,437,821	12,449,781	16,026,946	15,378,863	(648,083)
Services and Supplies	1,076,729	1,113,164	1,298,351	1,298,351	
Other Charges	542,944	541,038	586,571	574,167	(12,404)
Gross Appropriations	15,057,494	14,103,984	17,911,868	17,251,381	(660,487)
Intrafund Transfers	(184,627)	(191,331)	(146,908)	(146,908)	
TOTAL REQUIREMENTS	14,872,868	13,912,653	17,764,960	17,104,473	(660,487)
NET COUNTY COST	4,865,991	4,782,975	7,799,934	6,338,846	(1,461,088)
AUTHORIZED POSITIONS					
Salary Resolution	73.0	69.0	68.0	66.0	(2.0)
Funded FTE	73.0	69.0	67.9	66.0	(2.0)

Message Switch (1940B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	571,008	601,894	589,396	587,396	(2,000)
Interfund Revenue	1,713	587	1,192	1,680	488
Miscellaneous Revenue	11,522	8,683			
Total Revenue	584,243	611,164	590,588	589,076	(1,512)
Fund Balance	452,545	546,311	668,278	661,739	(6,539)
TOTAL SOURCES	1,036,788	1,157,475	1,258,866	1,250,815	(8,051)
REQUIREMENTS					
Services and Supplies	357,678	390,319	467,121	458,757	(8,364)
Other Charges	265,483	265,671	288,181	286,078	(2,103)
Gross Appropriations	623,161	655,989	755,302	744,835	(10,467)
Intrafund Transfers	(132,684)	(134,064)	(138,175)	(149,687)	(11,512)
Net Appropriations	490,477	521,925	617,127	595,148	(21,979)
Contingencies/Dept Reserves	546,311	635,550	641,739	655,667	13,928
TOTAL REQUIREMENTS	1,036,788	1,157,475	1,258,866	1,250,815	(8,051)

Probation Department (3200D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	46,365	35,001	30,000	30,500	500
Intergovernmental Revenues	27,773,525	24,340,622	26,973,076	27,021,116	48,040
Charges for Services	1,535,961	1,518,304	1,592,589	1,524,589	(68,000)
Miscellaneous Revenue	108,363	117,147	98,775	106,775	8,000
Total Revenue	29,464,214	26,011,074	28,694,440	28,682,980	(11,460)
Fund Balance	2,289,169	1,246,541	526,030	1,014,393	488,363
TOTAL SOURCES	31,753,383	27,257,615	29,220,470	29,697,373	476,903
REQUIREMENTS					
Salaries and Benefits	53,236,432	53,146,764	52,048,569	49,557,872	(2,490,697)
Services and Supplies	23,113,756	21,015,006	24,406,246	21,261,743	(3,144,503)
Other Charges	15,593,979	15,956,757	16,401,094	16,253,744	(147,350)
Fixed Assets	10,419		170,170		(170,170)
Other Financing Uses		24,933			
Gross Appropriations	91,954,586	90,143,461	93,026,079	87,073,359	(5,952,720)
Intrafund Transfers	(19,806,386)	(18,154,359)	(19,601,306)	(17,087,650)	2,513,656
Net Appropriations	72,148,200	71,989,102	73,424,773	69,985,709	(3,439,064)
Contingencies/Dept Reserves		137,485	137,485	171,000	33,515
TOTAL REQUIREMENTS	72,148,200	72,126,587	73,562,258	70,156,709	(3,405,549)
NET COUNTY COST	40,394,816	44,868,972	44,341,788	40,459,336	(3,882,452)
AUTHORIZED POSITIONS					
Salary Resolution	463.0	437.0	418.0	391.0	(27.0)
Funded FTE	456.9	433.1	408.7	380.7	(27.9)

Administrative Services (3211P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	1,018,921	154,581	490,208	220,231	(269,977)
Charges for Services	172	100	150	150	
Miscellaneous Revenue	7,740	1,409			
Total Revenue	1,026,833	156,090	490,358	220,381	(269,977)
Fund Balance	777,963	1,246,541		171,000	171,000
TOTAL SOURCES	1,804,796	1,402,631	490,358	391,381	(98,977)
REQUIREMENTS					
Salaries and Benefits	3,013,936	2,969,259	2,467,255	3,055,859	588,604
Services and Supplies	1,404,749	957,160	1,096,380	448,845	(647,535)
Other Charges	909,077	1,429,691	1,420,893	2,071,898	651,005
Gross Appropriations	5,327,762	5,356,109	4,984,528	5,576,602	592,074
Intrafund Transfers	(5,752,691)	(3,453,412)	(4,582,118)	(5,356,221)	(774,103)
Net Appropriations	(424,929)	1,902,697	402,410	220,381	(182,029)
Contingencies/Dept Reserves		137,485		171,000	171,000
TOTAL REQUIREMENTS	(424,929)	2,040,182	402,410	391,381	(11,029)
NET COUNTY COST	(2,229,725)	637,551	(87,948)		87,948
AUTHORIZED POSITIONS					
Salary Resolution	21.0	19.0	14.0	21.0	7.0
Funded FTE	21.0	19.0	14.3	20.7	6.4

Court Services (3227P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	43,272	27,196	28,000	28,500	500
Intergovernmental Revenues	4,301,779	4,258,696	4,321,968	4,405,814	83,846
Charges for Services	1,043,935	1,083,792	981,759	1,053,759	72,000
Miscellaneous Revenue	40,493	19,478	8,400	8,400	
TOTAL SOURCES	5,429,478	5,389,161	5,340,127	5,496,473	156,346
REQUIREMENTS					
Salaries and Benefits	12,878,240	12,646,477	12,902,643	12,769,079	(133,564)
Services and Supplies	5,278,874	5,041,031	5,451,341	5,723,641	272,300
Other Charges	1,595,363	1,598,942	1,625,647	1,024,630	(601,017)
Fixed Assets	5,210		100,000		(100,000)
Gross Appropriations	19,757,686	19,286,450	20,079,631	19,517,350	(562,281)
Intrafund Transfers	(5,351,929)	(6,756,065)	(6,121,108)	(3,646,166)	2,474,942
TOTAL REQUIREMENTS	14,405,758	12,530,384	13,958,523	15,871,184	1,912,661
NET COUNTY COST	8,976,280	7,141,223	8,618,396	10,374,711	1,756,315
AUTHORIZED POSITIONS					
Salary Resolution	145.0	141.0	106.0	101.0	(5.0)
Funded FTE	142.9	139.6	101.7	96.7	(5.0)

Supervision Services (3253P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	3,094	7,805	2,000	2,000	
Intergovernmental Revenues	12,294,271	7,059,077	8,647,380	8,015,264	(632,116)
Charges for Services	57,749	33,621	39,580	39,580	
Miscellaneous Revenue	35,177	67,642	60,150	60,150	
TOTAL SOURCES	12,390,291	7,168,146	8,749,110	8,116,994	(632,116)
REQUIREMENTS					
Salaries and Benefits	16,345,100	14,745,579	15,436,515	13,858,946	(1,577,569)
Services and Supplies	7,799,980	6,576,465	7,520,808	10,119,305	2,598,497
Other Charges	1,106,150	2,216,961	2,530,769	2,761,125	230,356
Fixed Assets	5,210		70,170		(70,170)
Gross Appropriations	25,256,439	23,539,004	25,558,262	26,739,376	1,181,114
Intrafund Transfers	(7,671,124)	(6,854,331)	(7,686,246)	(7,303,812)	382,434
TOTAL REQUIREMENTS	17,585,316	16,684,674	17,872,016	19,435,564	1,563,548
NET COUNTY COST	5,195,025	9,516,528	9,122,906	11,318,570	2,195,664
AUTHORIZED POSITIONS					
Salary Resolution	151.0	127.0	116.0	105.0	(11.0)
Funded FTE	147.2	124.7	114.4	103.8	(10.5)

Institutions Services (3283P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	10,158,555	12,868,268	13,513,520	14,379,807	866,287
Charges for Services	434,105	400,791	571,100	431,100	(140,000)
Miscellaneous Revenue	24,953	28,618	30,225	38,225	8,000
Total Revenue	10,617,613	13,297,677	14,114,845	14,849,132	734,287
Fund Balance	1,511,206		526,030	843,393	317,363
TOTAL SOURCES	12,128,819	13,297,677	14,640,875	15,692,525	1,051,650
REQUIREMENTS					
Salaries and Benefits	20,999,157	22,785,450	21,242,156	19,873,988	(1,368,168)
Services and Supplies	8,630,153	8,440,352	10,337,717	4,969,952	(5,367,765)
Other Charges	11,983,388	10,711,164	10,823,785	10,396,091	(427,694)
Other Financing Uses		24,933			
Gross Appropriations	41,612,698	41,961,898	42,403,658	35,240,031	(7,163,627)
Intrafund Transfers	(1,030,643)	(1,090,551)	(1,211,834)	(781,451)	430,383
Net Appropriations	40,582,055	40,871,347	41,191,824	34,458,580	(6,733,244)
Contingencies/Dept Reserves			137,485		(137,485)
TOTAL REQUIREMENTS	40,582,055	40,871,347	41,329,309	34,458,580	(6,870,729)
NET COUNTY COST	28,453,237	27,573,670	26,688,434	18,766,055	(7,922,379)
AUTHORIZED POSITIONS					
Salary Resolution	146.0	150.0	182.0	164.0	(18.0)
Funded FTE	145.8	149.8	178.3	159.5	(18.8)

District Attorney's Office (2510B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	429,294	429,334	400,000	400,000	
Use of Money and Property	19,118				
Intergovernmental Revenues	10,932,092	10,628,390	9,500,291	10,442,865	942,574
Charges for Services	190,202	169,408	162,500		(162,500)
Miscellaneous Revenue	162,323	311,235	53,500	54,000	500
Total Revenue	11,733,030	11,538,368	10,116,291	10,896,865	780,574
Fund Balance	3,675,088	2,812,801	1,571,952	1,571,952	
TOTAL SOURCES	15,408,118	14,351,169	11,688,243	12,468,817	780,574
REQUIREMENTS					
Salaries and Benefits	20,213,463	20,931,676	23,008,530	22,112,732	(895,798)
Services and Supplies	1,096,358	998,848	1,084,245	1,125,282	41,037
Other Charges	1,733,968	1,772,315	1,805,436	1,606,692	(198,744)
Fixed Assets		23,701			
Net Appropriations	23,043,790	23,726,540	25,898,211	24,844,706	(1,053,505)
Contingencies/Dept Reserves	2,018,029	551,045			
TOTAL REQUIREMENTS	25,061,819	24,277,585	25,898,211	24,844,706	(1,053,505)
NET COUNTY COST	9,653,701	9,926,416	14,209,968	12,375,889	(1,834,079)
AUTHORIZED POSITIONS					
Salary Resolution	129.0	129.0	125.0	118.0	(7.0)
Funded FTE	125.2	125.2	122.7	120.2	(2.5)

Private Defender Program (2800B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	58,289				
Charges for Services	680,699	661,411	650,000	650,000	
Interfund Revenue	267,297	349,668	300,000	300,000	
TOTAL SOURCES	1,006,285	1,011,079	950,000	950,000	
REQUIREMENTS					
Services and Supplies	15,816,390	16,449,046	16,449,046	16,449,046	
Other Charges	58,642	61,476	61,483	61,483	
TOTAL REQUIREMENTS	15,875,032	16,510,522	16,510,529	16,510,529	
NET COUNTY COST	14,868,747	15,499,443	15,560,529	15,560,529	

County Support of the Courts (2700B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	7,010,364	7,301,671	6,843,119	7,053,034	209,915
Intergovernmental Revenues		29			
Charges for Services	2,144,014	2,140,514	2,028,063	1,993,000	(35,063)
Miscellaneous Revenue	851,547	792,095	800,000	800,000	
Other Financing Sources	768,592				
TOTAL SOURCES	10,774,517	10,234,309	9,671,182	9,846,034	174,852
REQUIREMENTS					
Salaries and Benefits	411,148	413,543	460,000	460,000	
Services and Supplies	780,147	672,808	1,082,000	1,130,000	48,000
Other Charges	21,216,970	18,895,107	18,869,313	18,996,165	126,852
TOTAL REQUIREMENTS	22,408,266	19,981,458	20,411,313	20,586,165	174,852
NET COUNTY COST	11,633,748	9,747,149	10,740,131	10,740,131	

Coroner's Office (3300B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	10,600	11,111	11,200	11,200	
Intergovernmental Revenues	462,428	441,270	393,713	393,713	
Charges for Services	204,327	230,195	272,150	281,150	9,000
Miscellaneous Revenue	31,382	16,372	8,500	7,138	(1,362)
Total Revenue	708,737	698,949	685,563	693,201	7,638
Fund Balance	285,590	511,844	662,637	662,637	
TOTAL SOURCES	994,327	1,210,793	1,348,200	1,355,838	7,638
REQUIREMENTS					
Salaries and Benefits	1,737,740	1,684,799	1,958,139	1,768,073	(190,066)
Services and Supplies	604,059	649,116	706,190	692,076	(14,114)
Other Charges	256,638	276,950	289,102	303,422	14,320
Net Appropriations	2,598,437	2,610,865	2,953,431	2,763,571	(189,860)
Contingencies/Dept Reserves	209,094	335,348	384,141	384,141	
TOTAL REQUIREMENTS	2,807,531	2,946,213	3,337,572	3,147,712	(189,860)
NET COUNTY COST	1,813,203	1,735,420	1,989,372	1,791,874	(197,498)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	15.0	15.0	13.0	(2.0)
Funded FTE	15.0	15.0	15.0	12.7	(2.3)

Public Safety Communications (1240B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	2,311,993	2,646,756	1,960,464	2,042,464	82,000
Charges for Services	3,848,313	3,920,283	4,018,969	4,301,806	282,837
Interfund Revenue	7,785	10,664	10,151	7,951	(2,200)
Miscellaneous Revenue	148,603	116,048	106,000	106,000	
Total Revenue	6,316,694	6,693,750	6,095,584	6,458,221	362,637
Fund Balance	275,989	557,578	834,756	700,447	(134,309)
TOTAL SOURCES	6,592,683	7,251,328	6,930,340	7,158,668	228,328
REQUIREMENTS					
Salaries and Benefits	7,560,127	7,587,991	8,125,093	8,165,061	39,968
Services and Supplies	353,090	556,037	545,593	440,060	(105,533)
Other Charges	444,347	459,890	507,375	497,323	(10,052)
Fixed Assets	99,993	7,501	39,100		(39,100)
Gross Appropriations	8,457,557	8,611,419	9,217,161	9,102,444	(114,717)
Intrafund Transfers	(154,341)	(154,591)	(136,149)	(124,190)	11,959
Net Appropriations	8,303,216	8,456,829	9,081,012	8,978,254	(102,758)
Contingencies/Dept Reserves	275,989	272,078	650,610	650,610	
TOTAL REQUIREMENTS	8,579,205	8,728,907	9,731,622	9,628,864	(102,758)
NET COUNTY COST	1,986,522	1,477,579	2,801,282	2,470,196	(331,086)
AUTHORIZED POSITIONS					
Salary Resolution	58.0	56.0	54.0	54.0	
Funded FTE	56.8	55.4	54.2	54.0	(0.2)

Structural Fire (3550B)
Structural Fire Protection Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	4,997,464	5,360,926	4,962,547	4,217,592	(744,955)
Use of Money and Property	37,631	58,585	42,000	42,000	
Intergovernmental Revenues	34,369	38,912	33,083	28,747	(4,336)
Charges for Services	285,502	238,904	285,000	265,000	(20,000)
Interfund Revenue	1,017,368		1,050,791	1,869,165	818,374
Miscellaneous Revenue	158,302	327,773	46,000	23,000	(23,000)
Total Revenue	6,530,635	6,025,099	6,419,421	6,445,504	26,083
Fund Balance	213,175	525,059	318,763		(318,763)
TOTAL SOURCES	6,743,810	6,550,158	6,738,184	6,445,504	(292,680)
REQUIREMENTS					
Services and Supplies	6,218,751	6,231,396	6,544,421	6,445,504	(98,917)
Net Appropriations	6,218,751	6,231,396	6,544,421	6,445,504	(98,917)
Non-General Fund Reserves	525,059	318,763	193,763		(193,763)
TOTAL REQUIREMENTS	6,743,810	6,550,159	6,738,184	6,445,504	(292,680)

Fire Protection Services (3580B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Interfund Revenue	6,218,751	6,192,282	6,419,421	6,445,504	26,083
TOTAL SOURCES	6,218,751	6,192,282	6,419,421	6,445,504	26,083
REQUIREMENTS					
Salaries and Benefits	156	156	156	379	223
Services and Supplies	5,878,981	5,867,355	6,081,689	6,153,412	71,723
Other Charges	178,058	150,028	217,576	171,713	(45,863)
Fixed Assets	161,556	174,744	120,000	120,000	
TOTAL REQUIREMENTS	6,218,751	6,192,282	6,419,421	6,445,504	26,083

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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	2,052,557	2,084,055	2,011,610	1,976,970	(34,640)
Use of Money and Property	(30,384)	14,260	15,000	15,000	
Intergovernmental Revenues	13,407	13,594	13,500	13,963	463
Charges for Services	92,183	91,720	93,000	93,000	
Total Revenue	2,127,764	2,203,629	2,133,110	2,098,933	(34,177)
Fund Balance	1,098,235	1,323,507	1,482,989	1,340,524	(142,465)
TOTAL SOURCES	3,225,999	3,527,136	3,616,099	3,439,457	(176,642)
REQUIREMENTS					
Services and Supplies	1,860,263	2,043,884	2,287,490	2,314,172	26,682
Other Charges	669	263	152	152	
Fixed Assets	41,559				
Net Appropriations	1,902,491	2,044,147	2,287,642	2,314,324	26,682
Non-General Fund Reserves	1,323,507	1,482,989	1,328,457	1,125,133	(203,324)
TOTAL REQUIREMENTS	3,225,998	3,527,136	3,616,099	3,439,457	(176,642)

Health System (5000D)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	40,810	18	46,335		(46,335)
Licenses, Permits and Franchises	1,482,008	1,239,204	1,509,170	1,488,519	(20,651)
Fines, Forfeitures and Penalties	2,669,305	3,055,033	2,890,894	2,695,349	(195,545)
Use of Money and Property	(118,594)	139,820	161,018	243,153	82,135
Intergovernmental Revenues	159,370,937	152,875,126	177,126,002	182,315,833	5,189,831
Charges for Services	180,170,350	196,947,715	215,277,895	220,959,620	5,681,725
Interfund Revenue	24,769,792	26,018,670	18,986,327	19,971,802	985,475
Miscellaneous Revenue	17,850,397	22,060,785	18,952,156	23,023,313	4,071,157
Other Financing Sources	63,035,495	25,644,973	22,998,473	9,752,407	(13,246,066)
Total Revenue	449,270,500	427,981,342	457,948,270	460,449,996	2,501,726
Fund Balance	22,965,991	33,249,868	27,292,429	22,411,911	(4,880,518)
TOTAL SOURCES	472,236,491	461,231,210	485,240,699	482,861,907	(2,378,792)
REQUIREMENTS					
Salaries and Benefits	252,645,088	260,690,501	283,133,999	281,336,613	(1,797,386)
Services and Supplies	155,161,655	158,580,115	162,666,444	162,734,861	68,417
Other Charges	94,645,980	81,911,622	86,525,806	90,146,864	3,621,058
Fixed Assets	345,272	46,191	3,637,472		(3,637,472)
Other Financing Uses	10,372,515	10,583,219	11,375,290	9,162,000	(2,213,290)
Gross Appropriations	513,170,510	511,811,649	547,339,011	543,380,338	(3,958,673)
Intrafund Transfers	(24,930,107)	(23,059,333)	(26,468,699)	(24,791,887)	1,676,812
Net Appropriations	488,240,404	488,752,315	520,870,312	518,588,451	(2,281,861)
Contingencies/Dept Reserves	12,805,781	14,632,450	12,837,683	10,380,615	(2,457,068)
Non-General Fund Reserves	20,693,239	7,782,580	6,022,786	3,825,563	(2,197,223)
TOTAL REQUIREMENTS	521,739,424	511,167,345	539,730,781	532,794,629	(6,936,152)
NET COUNTY COST	49,502,932	49,936,135	54,490,082	49,932,722	(4,557,360)
AUTHORIZED POSITIONS					
Salary Resolution	2,397.0	2,258.0	2,244.0	2,207.0	(37.0)
Funded FTE	2,221.2	2,121.4	2,084.1	2,057.0	(27.1)

Health Administration (5500B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	712,598	87,544	464,516	464,516	
Charges for Services	121,734	184,567	754,455	504,580	(249,875)
Interfund Revenue	19,568	19,568	19,568	1,000,000	980,432
Miscellaneous Revenue	365,449	368,365	333,175		(333,175)
Total Revenue	1,219,348	660,044	1,571,714	1,969,096	397,382
Fund Balance	1,164,793	1,044,871	876,320	464,730	(411,590)
TOTAL SOURCES	2,384,141	1,704,915	2,448,034	2,433,826	(14,208)
REQUIREMENTS					
Salaries and Benefits	2,376,060	2,196,699	2,092,343	2,221,985	129,642
Services and Supplies	1,247,494	762,118	2,356,448	2,000,289	(356,159)
Other Charges	1,390,990	1,202,755	1,677,788	1,515,769	(162,019)
Other Financing Uses		280,000			
Gross Appropriations	5,014,544	4,441,572	6,126,579	5,738,043	(388,536)
Intrafund Transfers	(3,579,339)	(3,572,320)	(3,743,275)	(3,368,947)	374,328
Net Appropriations	1,435,205	869,252	2,383,304	2,369,096	(14,208)
Contingencies/Dept Reserves	664,793	732,425	64,730	64,730	
TOTAL REQUIREMENTS	2,099,998	1,601,677	2,448,034	2,433,826	(14,208)
NET COUNTY COST	(284,143)	(103,238)			
AUTHORIZED POSITIONS					
Salary Resolution	16.0	14.0	12.0	12.0	
Funded FTE	15.4	13.8	11.6	11.4	(0.1)

Health Policy and Planning (5550B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	607,456	135,713	240,000	240,000	
Charges for Services	865,649	736,294	1,887,677	2,081,770	194,093
Interfund Revenue	18,301	149,773	201,000	202,795	1,795
Miscellaneous Revenue	3,790,211	3,544,426	3,703,440	4,367,401	663,961
Total Revenue	5,281,617	4,566,206	6,032,117	6,891,966	859,849
Fund Balance	260,441	371,899	449,547	371,899	(77,648)
TOTAL SOURCES	5,542,058	4,938,105	6,481,664	7,263,865	782,201
REQUIREMENTS					
Salaries and Benefits	3,307,128	4,700,624	6,042,925	5,699,138	(343,787)
Services and Supplies	8,665,453	7,422,789	7,497,155	8,077,770	580,615
Other Charges	189,931	186,497	267,919	231,079	(36,840)
Gross Appropriations	12,162,512	12,309,910	13,807,999	14,007,987	199,988
Intrafund Transfers	(4,755,302)	(4,217,972)	(3,696,758)	(3,732,735)	(35,977)
Net Appropriations	7,407,210	8,091,938	10,111,241	10,275,252	164,011
Contingencies/Dept Reserves	260,441	260,441	260,441	260,441	
TOTAL REQUIREMENTS	7,667,651	8,352,379	10,371,682	10,535,693	164,011
NET COUNTY COST	2,125,593	3,414,274	3,890,018	3,271,828	(618,190)
AUTHORIZED POSITIONS					
Salary Resolution	30.0	51.0	52.0	48.0	(4.0)
Funded FTE	29.9	50.9	51.9	47.4	(4.5)

Emergency Medical Services GF (5600B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	8,440	7,685	6,000	20,450	14,450
Fines, Forfeitures and Penalties	497,543	477,839	605,953	569,608	(36,345)
Intergovernmental Revenues	200,000				
Charges for Services		38,433	38,433	35,000	(3,433)
Miscellaneous Revenue	667,002	4,182,952	4,162,471	4,251,110	88,639
TOTAL SOURCES	1,372,985	4,706,909	4,812,857	4,876,168	63,311
REQUIREMENTS					
Salaries and Benefits	872,337	769,135	903,350	952,204	48,854
Services and Supplies	1,123,543	4,398,200	4,353,502	4,105,195	(248,307)
Other Charges	70,663	76,610	80,777	71,533	(9,244)
Gross Appropriations	2,066,543	5,243,945	5,337,629	5,128,932	(208,697)
Intrafund Transfers	(693,558)	(537,036)	(524,772)	(252,764)	272,008
TOTAL REQUIREMENTS	1,372,985	4,706,909	4,812,857	4,876,168	63,311
AUTHORIZED POSITIONS					
Salary Resolution	6.0	5.0	5.0	5.0	
Funded FTE	6.0	5.0	5.0	5.0	

Emergency Medical Services Fund (5630B)
Emergency Medical Services Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	1,998,334	2,412,060	2,174,941	1,960,741	(214,200)
Use of Money and Property	(67,177)	26,492	24,474	31,327	6,853
Intergovernmental Revenues	(3,866)				
Charges for Services		220			
Miscellaneous Revenue	338,957	27,609			
Total Revenue	2,266,248	2,466,381	2,199,415	1,992,068	(207,347)
Fund Balance	2,301,485	2,570,404	2,711,941	2,692,914	(19,027)
TOTAL SOURCES	4,567,733	5,036,785	4,911,356	4,684,982	(226,374)
REQUIREMENTS					
Services and Supplies	1,997,329	2,324,844	2,261,237	2,059,419	(201,818)
Net Appropriations	1,997,329	2,324,844	2,261,237	2,059,419	(201,818)
Non-General Fund Reserves	2,570,404	2,711,941	2,650,119	2,625,563	(24,556)
TOTAL REQUIREMENTS	4,567,733	5,036,785	4,911,356	4,684,982	(226,374)

Aging and Adult Services (5700B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	52,323	68,653		70,000	70,000
Use of Money and Property		60,012	100,000	177,810	77,810
Intergovernmental Revenues	10,465,925	11,792,007	11,846,796	11,825,818	(20,978)
Charges for Services	2,264,178	2,659,412	3,267,163	3,530,853	263,690
Interfund Revenue	148,007	150,305	218,624	297,283	78,659
Miscellaneous Revenue	752,440	246,232	804,556	691,034	(113,522)
Total Revenue	13,682,872	14,976,621	16,237,139	16,592,798	355,659
Fund Balance	2,477,107	1,845,931	1,845,933	1,425,931	(420,002)
TOTAL SOURCES	16,159,979	16,822,552	18,083,072	18,018,729	(64,343)
REQUIREMENTS					
Salaries and Benefits	12,660,720	13,075,091	14,179,782	14,243,920	64,138
Services and Supplies	3,519,191	3,295,662	3,830,020	3,827,516	(2,504)
Other Charges	4,664,226	4,816,478	5,076,070	5,129,097	53,027
Gross Appropriations	20,844,137	21,187,232	23,085,872	23,200,533	114,661
Intrafund Transfers	(1,598,440)	(1,367,866)	(1,324,603)	(1,454,819)	(130,216)
Net Appropriations	19,245,697	19,819,365	21,761,269	21,745,714	(15,555)
Contingencies/Dept Reserves	1,833,044	1,845,931	1,425,933	1,025,931	(400,002)
TOTAL REQUIREMENTS	21,078,741	21,665,296	23,187,202	22,771,645	(415,557)
NET COUNTY COST	4,918,762	4,842,744	5,104,130	4,752,916	(351,214)
AUTHORIZED POSITIONS					
Salary Resolution	125.0	117.0	117.0	117.0	
Funded FTE	125.0	117.0	117.0	116.5	(0.5)

Conservatorship Program (5700P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property		60,012	100,000	177,810	77,810
Charges for Services	1,884,149	2,481,294	3,242,163	3,415,853	173,690
Interfund Revenue	21,489	22,485			
Miscellaneous Revenue	400,635	165,676	584,249	432,124	(152,125)
TOTAL SOURCES	2,306,273	2,729,467	3,926,412	4,025,787	99,375
REQUIREMENTS					
Salaries and Benefits	4,057,236	4,254,200	4,891,202	5,154,354	263,152
Services and Supplies	1,629,758	1,736,467	2,171,521	2,204,342	32,821
Other Charges	546,624	504,182	628,619	642,710	14,091
Gross Appropriations	6,233,618	6,494,850	7,691,342	8,001,406	310,064
Intrafund Transfers	(1,149,231)	(1,159,582)	(1,124,603)	(1,294,819)	(170,216)
TOTAL REQUIREMENTS	5,084,387	5,335,267	6,566,739	6,706,587	139,848
NET COUNTY COST	2,778,114	2,605,800	2,640,327	2,680,800	40,473
AUTHORIZED POSITIONS					
Salary Resolution	45.0	44.0	44.0	46.0	2.0
Funded FTE	45.0	44.0	44.0	45.9	1.9

Community-Based Programs (5720P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	52,323	68,653		70,000	70,000
Intergovernmental Revenues	10,465,925	11,792,007	11,846,796	11,825,818	(20,978)
Charges for Services	380,030	178,118	25,000	115,000	90,000
Interfund Revenue	126,518	127,820	218,624	297,283	78,659
Miscellaneous Revenue	351,804	80,557	220,307	258,910	38,603
Total Revenue	11,376,599	12,247,154	12,310,727	12,567,011	256,284
Fund Balance	2,477,107	1,845,931	1,845,933	1,425,931	(420,002)
TOTAL SOURCES	13,853,706	14,093,085	14,156,660	13,992,942	(163,718)
REQUIREMENTS					
Salaries and Benefits	8,603,485	8,820,892	9,288,580	9,089,566	(199,014)
Services and Supplies	1,889,433	1,559,195	1,658,499	1,623,174	(35,325)
Other Charges	4,117,602	4,312,295	4,447,451	4,486,387	38,936
Gross Appropriations	14,610,519	14,692,382	15,394,530	15,199,127	(195,403)
Intrafund Transfers	(449,209)	(208,284)	(200,000)	(160,000)	40,000
Net Appropriations	14,161,310	14,484,098	15,194,530	15,039,127	(155,403)
Contingencies/Dept Reserves	1,833,044	1,845,931	1,425,933	1,025,931	(400,002)
TOTAL REQUIREMENTS	15,994,354	16,330,029	16,620,463	16,065,058	(555,405)
NET COUNTY COST	2,140,648	2,236,944	2,463,803	2,072,116	(391,687)
AUTHORIZED POSITIONS					
Salary Resolution	80.0	73.0	73.0	71.0	(2.0)
Funded FTE	80.0	73.0	73.0	70.6	(2.4)

IHSS Public Authority (5800B)
IHSS Public Authority Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(96,880)	14,261			
Intergovernmental Revenues	9,585,444	7,394,207	9,850,479	10,694,431	843,952
Interfund Revenue	4,700,635	4,747,060	4,808,994	4,052,050	(756,944)
Miscellaneous Revenue	495	5,265			
Total Revenue	14,189,693	12,160,793	14,659,473	14,746,481	87,008
Fund Balance	3,496,963	3,372,643	3,372,667	3,372,667	
TOTAL SOURCES	17,686,656	15,533,436	18,032,140	18,119,148	87,008
REQUIREMENTS					
Salaries and Benefits	466,451	481,860	577,141	673,242	96,101
Services and Supplies	2,982,882	3,049,454	3,097,260	3,038,148	(59,112)
Other Charges	10,864,680	8,629,454	10,985,072	13,207,758	2,222,686
Net Appropriations	14,314,013	12,160,769	14,659,473	16,919,148	2,259,675
Non-General Fund Reserves	3,372,643	3,372,667	3,372,667	1,200,000	(2,172,667)
TOTAL REQUIREMENTS	17,686,656	15,533,436	18,032,140	18,119,148	87,008

IHSS Public Authority GF (6900B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
REQUIREMENTS					
Other Charges	4,487,523	4,487,523	4,487,523	3,702,306	(785,217)
TOTAL REQUIREMENTS	4,487,523	4,487,523	4,487,523	3,702,306	(785,217)
NET COUNTY COST	4,487,523	4,487,523	4,487,523	3,702,306	(785,217)

Environmental Health Services (5900B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	925,345	777,262	875,457	831,456	(44,001)
Fines, Forfeitures and Penalties	121,105	96,480	110,000	95,000	(15,000)
Intergovernmental Revenues	1,310,397	1,344,451	1,848,022	1,856,771	8,749
Charges for Services	8,620,324	8,838,129	10,540,466	10,159,983	(380,483)
Miscellaneous Revenue	266,312	319,451	260,000	260,000	
Other Financing Sources	42,474	76,795			
Total Revenue	11,285,957	11,452,567	13,633,945	13,203,210	(430,735)
Fund Balance	1,623,810	1,900,068	2,293,835	2,293,835	
TOTAL SOURCES	12,909,767	13,352,635	15,927,780	15,497,045	(430,735)
REQUIREMENTS					
Salaries and Benefits	8,996,486	9,063,613	10,087,451	10,064,059	(23,392)
Services and Supplies	2,325,792	2,145,019	2,840,752	2,478,862	(361,890)
Other Charges	878,493	897,657	962,517	1,079,177	116,660
Fixed Assets		26,190			
Gross Appropriations	12,200,771	12,132,478	13,890,720	13,622,098	(268,622)
Intrafund Transfers			(21,452)	(113,057)	(91,605)
Net Appropriations	12,200,771	12,132,478	13,869,268	13,509,041	(360,227)
Contingencies/Dept Reserves	1,598,810	1,900,068	2,293,835	2,203,294	(90,541)
TOTAL REQUIREMENTS	13,799,581	14,032,546	16,163,103	15,712,335	(450,768)
NET COUNTY COST	889,815	679,911	235,323	215,290	(20,033)
AUTHORIZED POSITIONS					
Salary Resolution	77.0	73.0	74.0	74.0	
Funded FTE	76.7	72.6	73.6	73.7	0.1

Behavioral Health and Recovery Services (6100B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	32,355	34,016	34,016	34,016	
Intergovernmental Revenues	64,340,181	68,769,328	65,822,543	67,843,356	2,020,813
Charges for Services	38,187,455	37,867,371	39,390,985	32,214,091	(7,176,894)
Miscellaneous Revenue	2,305,239	1,482,476	1,377,061	3,397,210	2,020,149
Total Revenue	104,865,230	108,153,191	106,624,605	103,488,673	(3,135,932)
Fund Balance	6,803,670	6,975,029	7,093,761	6,850,707	(243,054)
TOTAL SOURCES	111,668,900	115,128,220	113,718,366	110,339,380	(3,378,986)
REQUIREMENTS					
Salaries and Benefits	42,520,468	44,401,364	49,059,136	49,800,198	741,062
Services and Supplies	54,753,226	54,932,206	50,412,042	50,143,453	(268,589)
Other Charges	32,435,000	30,805,976	31,798,173	29,351,354	(2,446,819)
Gross Appropriations	129,708,694	130,139,546	131,269,351	129,295,005	(1,974,346)
Intrafund Transfers	(2,754,048)	(2,612,729)	(4,132,798)	(3,209,949)	922,849
Net Appropriations	126,954,646	127,526,817	127,136,553	126,085,056	(1,051,497)
Contingencies/Dept Reserves	6,522,447	6,381,306	5,546,099	3,521,014	(2,025,085)
TOTAL REQUIREMENTS	133,477,093	133,908,123	132,682,652	129,606,070	(3,076,582)
NET COUNTY COST	21,808,193	18,779,903	18,964,286	19,266,690	302,404
AUTHORIZED POSITIONS					
Salary Resolution	412.0	401.0	400.0	390.0	(10.0)
Funded FTE	384.7	388.3	378.3	371.5	(6.8)

Behavioral Health and Recovery Administration (6110P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	6,842,484	7,418,031	5,041,986	5,453,250	411,264
Charges for Services	1,258,001	5,949,477	9,322,321	7,892,770	(1,429,551)
Miscellaneous Revenue	8,656	23,421	109,004	945,722	836,718
Total Revenue	8,109,142	13,390,929	14,473,311	14,291,742	(181,569)
Fund Balance	6,666,021	6,681,827	6,748,895	4,765,069	(1,983,826)
TOTAL SOURCES	14,775,163	20,072,756	21,222,206	19,056,811	(2,165,395)
REQUIREMENTS					
Salaries and Benefits	5,955,801	6,162,759	6,770,579	6,922,102	151,523
Services and Supplies	2,645,964	4,961,753	6,178,588	5,785,536	(393,052)
Other Charges	2,385,502	3,595,508	4,506,261	3,939,279	(566,982)
Gross Appropriations	10,987,267	14,720,019	17,455,428	16,646,917	(808,511)
Intrafund Transfers			(664,793)		664,793
Net Appropriations	10,987,267	14,720,019	16,790,635	16,646,917	(143,718)
Contingencies/Dept Reserves	6,522,447	6,225,753	5,390,546	3,460,461	(1,930,085)
TOTAL REQUIREMENTS	17,509,714	20,945,772	22,181,181	20,107,378	(2,073,803)
NET COUNTY COST	2,734,551	873,016	958,975	1,050,567	91,592
AUTHORIZED POSITIONS					
Salary Resolution	53.0	53.0	51.0	51.0	
Funded FTE	50.5	51.5	50.0	50.6	0.6

Mental Health Youth Services (6130P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	18,356,343	20,211,843	20,608,938	20,363,564	(245,374)
Charges for Services	3,793,688	3,806,911	4,498,528	2,460,375	(2,038,153)
Miscellaneous Revenue	117,353	177,728	118,158	83,124	(35,034)
Total Revenue	22,267,385	24,196,483	25,225,624	22,907,063	(2,318,561)
Fund Balance				639,075	639,075
TOTAL SOURCES	22,267,385	24,196,483	25,225,624	23,546,138	(1,679,486)
REQUIREMENTS					
Salaries and Benefits	16,317,477	17,044,267	18,937,215	18,274,084	(663,131)
Services and Supplies	10,241,878	10,694,338	12,168,311	10,662,761	(1,505,550)
Other Charges	2,513,398	2,037,774	2,247,242	2,313,443	66,201
Gross Appropriations	29,072,753	29,776,378	33,352,768	31,250,288	(2,102,480)
Intrafund Transfers	(1,709,885)	(1,868,616)	(2,735,139)	(2,653,686)	81,453
TOTAL REQUIREMENTS	27,362,868	27,907,762	30,617,629	28,596,602	(2,021,027)
NET COUNTY COST	5,095,483	3,711,279	5,392,005	5,050,464	(341,541)
AUTHORIZED POSITIONS					
Salary Resolution	168.0	161.0	157.0	148.0	(9.0)
Funded FTE	158.1	159.0	149.6	141.8	(7.9)

Mental Health Adult Services (6140P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	29,563,587	32,233,392	31,480,186	34,592,276	3,112,090
Charges for Services	32,284,937	26,491,082	23,955,468	20,104,623	(3,850,845)
Miscellaneous Revenue	1,482,540	531,848	131,022	1,459,706	1,328,684
Total Revenue	63,331,064	59,256,323	55,566,676	56,156,605	589,929
Fund Balance				1,291,010	1,291,010
TOTAL SOURCES	63,331,064	59,256,323	55,566,676	57,447,615	1,880,939
REQUIREMENTS					
Salaries and Benefits	17,085,643	17,727,405	19,934,324	21,065,466	1,131,142
Services and Supplies	40,013,879	37,666,439	30,581,398	32,325,809	1,744,411
Other Charges	15,095,231	13,237,904	12,824,037	12,157,953	(666,084)
Gross Appropriations	72,194,753	68,631,749	63,339,759	65,549,228	2,209,469
Intrafund Transfers	(209,842)	(176,603)	(176,603)		176,603
TOTAL REQUIREMENTS	71,984,911	68,455,146	63,163,156	65,549,228	2,386,072
NET COUNTY COST	8,653,848	9,198,823	7,596,480	8,101,613	505,133
AUTHORIZED POSITIONS					
Salary Resolution	159.0	157.0	163.0	162.0	(1.0)
Funded FTE	146.0	147.8	151.2	151.8	0.6

Alcohol and Other Drug Services (6170P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	32,355	34,016	34,016	34,016	
Intergovernmental Revenues	9,577,767	8,906,062	8,691,433	7,434,266	(1,257,167)
Charges for Services	850,829	1,619,901	1,614,668	1,756,323	141,655
Miscellaneous Revenue	696,689	749,478	1,018,877	908,658	(110,219)
Total Revenue	11,157,640	11,309,456	11,358,994	10,133,263	(1,225,731)
Fund Balance	137,649	293,202	344,866	155,553	(189,313)
TOTAL SOURCES	11,295,289	11,602,658	11,703,860	10,288,816	(1,415,044)
REQUIREMENTS					
Salaries and Benefits	3,161,547	3,466,933	3,417,018	3,538,546	121,528
Services and Supplies	1,851,505	1,609,676	1,483,745	1,369,347	(114,398)
Other Charges	12,440,869	11,934,791	12,220,633	10,940,679	(1,279,954)
Gross Appropriations	17,453,921	17,011,399	17,121,396	15,848,572	(1,272,824)
Intrafund Transfers	(834,320)	(567,510)	(556,263)	(556,263)	
Net Appropriations	16,619,600	16,443,889	16,565,133	15,292,309	(1,272,824)
Contingencies/Dept Reserves		155,553	155,553	60,553	(95,000)
TOTAL REQUIREMENTS	16,619,600	16,599,442	16,720,686	15,352,862	(1,367,824)
NET COUNTY COST	5,324,312	4,996,784	5,016,826	5,064,046	47,220
AUTHORIZED POSITIONS					
Salary Resolution	32.0	30.0	29.0	29.0	
Funded FTE	30.1	30.0	27.5	27.4	(0.1)

Public Health (6200B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	548,223	454,257	627,713	636,613	8,900
Intergovernmental Revenues	14,280,160	14,294,199	13,830,811	13,261,419	(569,392)
Charges for Services	1,829,520	2,218,462	2,546,187	1,771,168	(775,019)
Interfund Revenue	596,832	621,221	598,000	1,637,205	1,039,205
Miscellaneous Revenue	475,343	1,000,619	738,238	793,158	54,920
Total Revenue	17,730,079	18,588,758	18,340,949	18,099,563	(241,386)
Fund Balance	2,651,328	2,460,454	2,414,087	2,188,707	(225,380)
TOTAL SOURCES	20,381,407	21,049,212	20,755,036	20,288,270	(466,766)
REQUIREMENTS					
Salaries and Benefits	12,372,911	13,277,271	14,709,520	14,037,628	(671,892)
Services and Supplies	8,912,945	9,175,806	9,748,715	9,625,829	(122,886)
Other Charges	2,569,708	2,067,166	2,009,450	2,089,084	79,634
Fixed Assets			718,642		(718,642)
Other Financing Uses			42,564		(42,564)
Gross Appropriations	23,855,564	24,520,244	27,228,891	25,752,541	(1,476,350)
Intrafund Transfers	(1,229,966)	(1,232,224)	(3,060,873)	(3,136,309)	(75,436)
Net Appropriations	22,625,598	23,288,020	24,168,018	22,616,232	(1,551,786)
Contingencies/Dept Reserves	1,433,757	2,072,972	1,634,124	1,947,792	313,668
TOTAL REQUIREMENTS	24,059,355	25,360,992	25,802,142	24,564,024	(1,238,118)
NET COUNTY COST	3,677,948	4,311,780	5,047,106	4,275,754	(771,352)
AUTHORIZED POSITIONS					
Salary Resolution	118.0	98.0	99.0	93.0	(6.0)
Funded FTE	114.6	97.8	95.7	91.8	(3.8)

Public Health (6220P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	548,223	454,257	627,713	636,613	8,900
Intergovernmental Revenues	14,129,517	14,131,447	13,680,811	13,111,419	(569,392)
Charges for Services	1,807,752	2,185,180	2,513,187	1,754,168	(759,019)
Interfund Revenue	596,832	621,221	598,000	1,637,205	1,039,205
Miscellaneous Revenue	131,568	368,292	98,238	153,158	54,920
Total Revenue	17,213,892	17,760,397	17,517,949	17,292,563	(225,386)
Fund Balance	2,546,547	2,355,673	2,309,306	2,083,926	(225,380)
TOTAL SOURCES	19,760,439	20,116,070	19,827,255	19,376,489	(450,766)
REQUIREMENTS					
Salaries and Benefits	11,974,353	12,842,822	14,170,183	13,498,472	(671,711)
Services and Supplies	8,883,166	8,809,384	9,356,926	9,264,070	(92,856)
Other Charges	2,266,256	2,054,454	1,990,056	2,068,640	78,584
Fixed Assets			718,642		(718,642)
Other Financing Uses			42,564		(42,564)
Gross Appropriations	23,123,775	23,706,660	26,278,371	24,831,182	(1,447,189)
Intrafund Transfers	(1,229,966)	(1,232,224)	(3,021,853)	(3,097,175)	(75,322)
Net Appropriations	21,893,809	22,474,436	23,256,518	21,734,007	(1,522,511)
Contingencies/Dept Reserves	1,328,976	1,968,191	1,529,343	1,843,011	313,668
TOTAL REQUIREMENTS	23,222,785	24,442,627	24,785,861	23,577,018	(1,208,843)
NET COUNTY COST	3,462,346	4,326,557	4,958,606	4,200,529	(758,077)
AUTHORIZED POSITIONS					
Salary Resolution	113.0	94.0	95.0	89.0	(6.0)
Funded FTE	109.6	93.8	91.7	87.8	(3.8)

Chronic Disease and Injury Prevention (6230P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	150,644	162,752	150,000	150,000	
Charges for Services	21,768	33,282	33,000	17,000	(16,000)
Miscellaneous Revenue	343,775	632,327	640,000	640,000	
Total Revenue	516,187	828,361	823,000	807,000	(16,000)
Fund Balance	104,781	104,781	104,781	104,781	
TOTAL SOURCES	620,968	933,142	927,781	911,781	(16,000)
REQUIREMENTS					
Salaries and Benefits	398,558	434,450	539,337	539,156	(181)
Services and Supplies	29,779	366,422	391,789	361,759	(30,030)
Other Charges	303,452	12,713	19,394	20,444	1,050
Gross Appropriations	731,789	813,584	950,520	921,359	(29,161)
Intrafund Transfers			(39,020)	(39,134)	(114)
Net Appropriations	731,789	813,584	911,500	882,225	(29,275)
Contingencies/Dept Reserves	104,781	104,781	104,781	104,781	
TOTAL REQUIREMENTS	836,570	918,365	1,016,281	987,006	(29,275)
NET COUNTY COST	215,602	(14,777)	88,500	75,225	(13,275)
AUTHORIZED POSITIONS					
Salary Resolution	5.0	4.0	4.0	4.0	
Funded FTE	5.0	4.0	4.0	4.0	

Family Health Services (6240B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	11,405,099	10,709,984	11,241,156	10,771,833	(469,323)
Charges for Services	2,711,396	3,029,317	4,135,900	3,526,096	(609,804)
Miscellaneous Revenue	1,392,487	1,526,525	1,357,556	1,393,956	36,400
Total Revenue	15,508,981	15,265,826	16,734,612	15,691,885	(1,042,727)
Fund Balance	1,583,544	1,950,886	1,985,362	1,994,224	8,862
TOTAL SOURCES	17,092,525	17,216,712	18,719,974	17,686,109	(1,033,865)
REQUIREMENTS					
Salaries and Benefits	17,817,241	18,914,553	21,409,542	19,710,589	(1,698,953)
Services and Supplies	2,921,792	2,998,799	2,958,151	2,811,723	(146,428)
Other Charges	2,054,982	1,831,218	2,442,182	2,254,722	(187,460)
Gross Appropriations	22,794,015	23,744,570	26,809,875	24,777,034	(2,032,841)
Intrafund Transfers	(581,021)	(689,698)	(1,268,669)	(1,206,001)	62,668
Net Appropriations	22,212,994	23,054,871	25,541,206	23,571,033	(1,970,173)
Contingencies/Dept Reserves	298,892	1,154,382	1,188,858	1,188,858	
TOTAL REQUIREMENTS	22,511,886	24,209,253	26,730,064	24,759,891	(1,970,173)
NET COUNTY COST	5,419,361	6,992,541	8,010,090	7,073,782	(936,308)
AUTHORIZED POSITIONS					
Salary Resolution	174.0	172.0	173.0	159.0	(14.0)
Funded FTE	166.0	162.0	162.7	149.9	(12.8)

Correctional Health Services (6300B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	375,535	308,492	365,205	1,065,205	700,000
Charges for Services	1,579	1,660	1,600	1,600	
Interfund Revenue	447,218	453,926	340,444	340,444	
Miscellaneous Revenue	126,985	47,533	24,162	24,162	
Total Revenue	951,317	811,610	731,411	1,431,411	700,000
Fund Balance	602,850	709,189	745,852	756,297	10,445
TOTAL SOURCES	1,554,167	1,520,799	1,477,263	2,187,708	710,445
REQUIREMENTS					
Salaries and Benefits	11,455,443	11,135,068	12,220,663	11,991,794	(228,869)
Services and Supplies	5,646,540	4,942,302	5,697,817	4,469,152	(1,228,665)
Other Charges	445,922	518,689	582,225	1,249,669	667,444
Fixed Assets	10,978				
Gross Appropriations	17,558,884	16,596,060	18,500,705	17,710,615	(790,090)
Intrafund Transfers	(9,738,434)	(8,829,489)	(8,695,499)	(8,317,306)	378,193
Net Appropriations	7,820,450	7,766,571	9,805,206	9,393,309	(411,897)
Contingencies/Dept Reserves	193,597	284,925	423,663	168,555	(255,108)
TOTAL REQUIREMENTS	8,014,047	8,051,496	10,228,869	9,561,864	(667,005)
NET COUNTY COST	6,459,880	6,530,697	8,751,606	7,374,156	(1,377,450)
AUTHORIZED POSITIONS					
Salary Resolution	98.0	93.0	90.0	88.0	(2.0)
Funded FTE	93.2	90.4	86.6	84.2	(2.3)

San Mateo Medical Center (6600B)
 Medical Center Enterprise Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	40,810	18	46,335		(46,335)
Use of Money and Property	13,108	5,038	2,528		(2,528)
Intergovernmental Revenues	46,092,009	38,039,201	61,616,474	64,292,484	2,676,010
Charges for Services	125,568,515	141,373,851	152,715,029	167,134,479	14,419,450
Interfund Revenue	18,839,231	19,876,817	12,799,697	12,442,025	(357,672)
Miscellaneous Revenue	7,369,478	9,309,332	6,191,497	7,845,282	1,653,785
Other Financing Sources	62,993,021	25,568,178	22,998,473	9,752,407	(13,246,066)
Total Revenue	260,916,172	234,172,435	256,370,033	261,466,677	5,096,644
Fund Balance		10,048,494	3,503,124		(3,503,124)
TOTAL SOURCES	260,916,172	244,220,929	259,873,157	261,466,677	1,593,520
REQUIREMENTS					
Salaries and Benefits	139,799,844	142,675,222	151,852,146	151,941,856	89,710
Services and Supplies	61,065,466	63,132,916	67,613,345	70,097,505	2,484,160
Other Charges	34,593,862	26,391,600	26,156,110	30,265,316	4,109,206
Fixed Assets	334,293	20,001	2,918,830		(2,918,830)
Other Financing Uses	10,372,515	10,303,219	11,332,726	9,162,000	(2,170,726)
Net Appropriations	246,165,981	242,522,957	259,873,157	261,466,677	1,593,520
Non-General Fund Reserves	14,750,192	1,697,971			
TOTAL REQUIREMENTS	260,916,173	244,220,929	259,873,157	261,466,677	1,593,520
AUTHORIZED POSITIONS					
Salary Resolution	1,341.0	1,234.0	1,222.0	1,221.0	(1.0)
Funded FTE	1,209.7	1,123.7	1,101.8	1,105.5	3.7

Administrative and Quality Management Services (6601P)
 Medical Center Enterprise Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	13,105	5,038	2,528		(2,528)
Intergovernmental Revenues	36,110,814	27,854,050	49,362,321	56,728,320	7,365,999
Charges for Services	(204,367,522)	(191,574,215)	(179,629,349)	(174,518,174)	5,111,175
Interfund Revenue	17,523,396	18,697,460	11,039,771	11,033,371	(6,400)
Miscellaneous Revenue	530,462	2,420,773	734,650	784,506	49,856
Other Financing Sources	62,993,021	24,926,984	20,498,473	9,752,407	(10,746,066)
Total Revenue	(87,196,724)	(117,669,910)	(97,991,606)	(96,219,570)	1,772,036
Fund Balance		10,048,494	3,503,124		(3,503,124)
TOTAL SOURCES	(87,196,724)	(107,621,416)	(94,488,482)	(96,219,570)	(1,731,088)
REQUIREMENTS					
Salaries and Benefits	18,712,108	18,219,974	19,757,299	19,911,550	154,251
Services and Supplies	20,852,465	23,132,965	24,170,513	26,202,835	2,032,322
Other Charges	23,719,720	15,548,909	16,216,955	19,770,552	3,553,597
Other Financing Uses	10,033,336	8,587,407	9,122,000	9,162,000	40,000
Net Appropriations	73,317,629	65,489,255	69,266,767	75,046,937	5,780,170
Non-General Fund Reserves	12,945,039	285,591			
TOTAL REQUIREMENTS	86,262,668	65,774,846	69,266,767	75,046,937	5,780,170
NET COUNTY COST	173,459,392	173,396,262	163,755,249	171,266,507	7,511,258
AUTHORIZED POSITIONS					
Salary Resolution	172.0	145.0	144.0	145.0	1.0
Funded FTE	171.6	145.0	143.3	144.3	1.0

Patient Care Services (6610P)
Medical Center Enterprise Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	99,170,979	107,189,087	103,106,535	108,220,494	5,113,959
Interfund Revenue			150,000	150,000	
Miscellaneous Revenue	398,611	410,638	357,415	151,591	(205,824)
TOTAL SOURCES	99,569,590	107,599,725	103,613,950	108,522,085	4,908,135
REQUIREMENTS					
Salaries and Benefits	24,346,801	25,485,527	25,415,163	25,172,340	(242,823)
Services and Supplies	11,202,424	12,145,891	11,908,184	12,074,289	166,105
Other Charges	621,137	519,768	1,426,352	1,396,930	(29,422)
Fixed Assets	5,036				
TOTAL REQUIREMENTS	36,175,399	38,151,186	38,749,699	38,643,559	(106,140)
NET COUNTY COST	(63,394,191)	(69,448,539)	(64,864,251)	(69,878,526)	(5,014,275)
AUTHORIZED POSITIONS					
Salary Resolution	180.0	172.0	170.0	168.0	(2.0)
Funded FTE	156.3	150.0	147.0	146.3	(0.7)

Psychiatry Services (6620P)
Medical Center Enterprise Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	20,461,094	17,361,153	17,020,482	16,587,980	(432,502)
Miscellaneous Revenue	45,279	73,429	61,270	96,136	34,866
TOTAL SOURCES	20,506,373	17,434,582	17,081,752	16,684,116	(397,636)
REQUIREMENTS					
Salaries and Benefits	11,330,559	11,289,211	12,937,842	12,343,138	(594,704)
Services and Supplies	1,090,971	1,265,441	1,097,469	1,200,921	103,452
Other Charges	64,550	59,523	424,772	422,152	(2,620)
TOTAL REQUIREMENTS	12,486,080	12,614,175	14,460,083	13,966,211	(493,872)
NET COUNTY COST	(8,020,294)	(4,820,407)	(2,621,669)	(2,717,905)	(96,236)
AUTHORIZED POSITIONS					
Salary Resolution	82.0	77.0	79.0	75.0	(4.0)
Funded FTE	69.3	66.0	66.2	64.3	(1.9)

Ancillary and Support Services (6640P)
Medical Center Enterprise Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	40,800		46,335		(46,335)
Charges for Services	74,346,159	75,559,051	75,616,799	78,423,245	2,806,446
Interfund Revenue	112,920	87,638	6,401		(6,401)
Miscellaneous Revenue	3,135,457	2,068,486	2,076,388	1,463,495	(612,893)
TOTAL SOURCES	77,635,337	77,715,176	77,745,923	79,886,740	2,140,817
REQUIREMENTS					
Salaries and Benefits	23,918,045	23,281,787	25,154,690	25,557,834	403,144
Services and Supplies	19,659,419	18,665,985	20,731,915	21,588,431	856,516
Other Charges	5,421,988	5,318,258	2,648,359	2,516,233	(132,126)
TOTAL REQUIREMENTS	48,999,452	47,266,030	48,534,964	49,662,498	1,127,534
NET COUNTY COST	(28,635,885)	(30,449,145)	(29,210,959)	(30,224,242)	(1,013,283)
AUTHORIZED POSITIONS					
Salary Resolution	250.0	238.0	229.0	229.0	
Funded FTE	243.9	234.6	225.0	227.0	2.0

Long-Term Care Services (6680P)
 Medical Center Enterprise Fund
 FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	66,984,680	65,295,754	63,297,883	61,941,525	(1,356,358)
Miscellaneous Revenue	98,939	93,647	216,589	114,013	(102,576)
TOTAL SOURCES	67,083,619	65,389,400	63,514,472	62,055,538	(1,458,934)
REQUIREMENTS					
Salaries and Benefits	25,450,613	25,396,792	23,122,345	24,204,095	1,081,750
Services and Supplies	1,934,902	1,696,537	1,450,829	1,710,672	259,843
Other Charges	2,878,543	3,085,702	3,530,741	3,533,724	2,983
TOTAL REQUIREMENTS	30,264,058	30,179,031	28,103,915	29,448,491	1,344,576
NET COUNTY COST	(36,819,562)	(35,210,369)	(35,410,557)	(32,607,047)	2,803,510
AUTHORIZED POSITIONS					
Salary Resolution	272.0	256.0	246.0	250.0	4.0
Funded FTE	216.1	209.1	197.5	201.5	4.1

Ambulatory Services (6850P)
Medical Center Enterprise Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	9,981,2007	9,564,351	9,684,597	7,564,164	(2,120,433)
Charges for Services	68,973,125	67,543,020	73,302,679	76,479,409	3,176,730
Interfund Revenue	1,202,915	1,091,719	1,603,525	1,258,654	(344,871)
Miscellaneous Revenue	478,204	2,423,815	2,685,185	4,235,541	1,550,356
TOTAL SOURCES	80,635,451	80,622,906	87,275,986	89,537,768	2,261,782
REQUIREMENTS					
Salaries and Benefits	36,041,718	39,001,930	45,464,807	44,752,899	(711,908)
Services and Supplies	6,116,349	6,227,147	8,254,435	7,320,357	(934,078)
Other Charges	1,887,924	1,926,027	1,908,931	2,625,725	716,794
TOTAL REQUIREMENTS	44,045,991	47,155,104	55,628,173	54,698,981	(929,192)
NET COUNTY COST	(36,589,460)	(33,467,801)	(31,647,813)	(34,838,787)	(3,190,974)
AUTHORIZED POSITIONS					
Salary Resolution	385.0	346.0	354.0	354.0	
Funded FTE	352.5	319.0	322.8	322.1	(0.7)

Medical Center Capital Purchases (6750P)
 Medical Center Enterprise Fund

FY 2012-13 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommende d 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues		620,818	2,569,556		(2,569,556)
Miscellaneous Revenue	2,682,525	1,818,544	60,000	1,000,000	940,000
Other Financing Sources		641,194	2,500,000		(2,500,000)
TOTAL SOURCES	2,682,525	3,080,556	5,129,556	1,000,000	(4,129,556)
REQUIREMENTS					
Services and Supplies	208,937	(1,050)			
Other Charges		(66,587)			
Fixed Assets	329,257	20,001	2,918,830		(2,918,830)
Other Financing Uses	339,179	1,715,812	2,210,726		(2,210,726)
Net Appropriations	877,373	1,668,176	5,129,556		(5,129,556)
Non-General Fund Reserves	1,805,153	1,412,380			
TOTAL REQUIREMENTS	2,682,526	3,080,556	5,129,556		(5,129,556)
NET COUNTY COST				(1,000,000)	(1,000,000)

Contributions to Medical Center (5850B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	12,755,011	11,479,500	10,634,067	10,634,067	
Miscellaneous Revenue	7,133,164	6,450,605	7,489,517	7,489,517	
TOTAL SOURCES	19,888,175	17,930,105	18,123,584	18,123,584	
REQUIREMENTS					
Services and Supplies	27,848,177	41,652,819	41,455,340	49,624,000	8,168,660
Other Financing Uses	62,993,021	24,917,635	22,998,473	9,752,407	(13,246,066)
TOTAL REQUIREMENTS	90,841,198	66,570,454	64,453,813	59,376,407	(5,077,406)
NET COUNTY COST	70,953,023	48,640,349	46,330,229	41,252,823	(5,077,406)

First 5 San Mateo County (1950B)
 First 5 Fund (Information Only)
 FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(1,175,088)	326,850	283,000	262,000	(21,000)
Intergovernmental Revenues	8,785,519	7,688,591	6,200,000	6,096,000	(104,000)
Miscellaneous Revenue	107,904	209,282			
Total Revenue	7,718,335	8,224,723	6,483,000	6,358,000	(125,000)
Fund Balance	35,822,026	32,558,985	31,624,095	25,212,623	(6,411,472)
TOTAL SOURCES	43,540,361	40,783,708	38,107,095	31,570,623	(6,536,472)
REQUIREMENTS					
Salaries and Benefits	1,030,757	1,062,284	1,284,382	1,319,843	35,461
Services and Supplies	629,102	471,665	909,000	589,500	(319,500)
Other Charges	9,321,517	7,625,846	10,701,090	24,649,796	13,948,706
Net Appropriations	10,981,376	9,159,796	12,894,472	26,559,139	13,664,667
Non-General Fund Reserves	32,558,985	31,623,912	25,212,623	5,011,484	(20,201,139)
TOTAL REQUIREMENTS	43,540,361	40,783,708	38,107,095	31,570,623	(6,536,472)
AUTHORIZED POSITIONS					
Salary Resolution	12.0	12.0	12.0	12.0	
Funded FTE	12.0	10.8	10.8	10.8	

Human Services Agency (7000D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	129,467,338	130,412,590	174,278,871	143,411,244	(30,867,627)
Charges for Services	981,311	903,392	637,587	880,000	242,413
Interfund Revenue	39,568	50,973	25,000	36,000	11,000
Miscellaneous Revenue	2,262,814	2,941,425	2,408,526	3,032,858	624,332
Total Revenue	132,751,031	134,308,380	177,349,984	147,360,102	(29,989,882)
Fund Balance	12,083,584	8,840,401	6,943,083	5,488,679	(1,454,404)
TOTAL SOURCES	144,834,615	143,148,781	184,293,067	152,848,781	(31,444,286)
REQUIREMENTS					
Salaries and Benefits	81,364,698	79,625,832	90,528,956	80,730,303	(9,798,653)
Services and Supplies	44,350,940	43,087,679	67,285,577	42,953,541	(24,332,036)
Other Charges	63,433,911	66,757,626	76,583,252	76,290,668	(292,584)
Fixed Assets	192,696	109,803	100,000	100,000	
Other Financing Uses	333,863	244,843	301,337	293,032	(8,305)
Gross Appropriations	189,676,109	189,825,783	234,799,122	200,367,544	(34,431,578)
Intrafund Transfers	(26,097,079)	(24,307,928)	(26,936,767)	(23,905,568)	3,031,199
Net Appropriations	163,579,031	165,517,855	207,862,355	176,461,976	(31,400,379)
Contingencies/Dept Reserves	10,194,929	6,660,807	5,625,204	5,488,679	(136,525)
TOTAL REQUIREMENTS	173,773,960	172,178,662	213,487,559	181,950,655	(31,536,904)
NET COUNTY COST	28,939,345	29,029,880	29,194,492	29,101,874	(92,618)
AUTHORIZED POSITIONS					
Salary Resolution	855.0	778.0	770.0	689.0	(81.0)
Funded FTE	850.4	782.5	761.2	681.1	(80.0)

Office of the Agency Director (7100B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue	325	29,495			
Total Revenue	325	29,495			
Fund Balance				4,382,024	4,382,024
TOTAL SOURCES	325	29,495		4,382,024	4,382,024
REQUIREMENTS					
Salaries and Benefits	2,206,550	5,686,502	6,223,011	4,636,513	(1,586,498)
Services and Supplies	384,588	447,481	1,273,300	704,700	(568,600)
Other Charges	440	41,616		72,033	72,033
Gross Appropriations	2,591,578	6,175,599	7,496,311	5,413,246	(2,083,065)
Intrafund Transfers	(2,052,281)	(6,053,244)	(7,496,311)	(5,413,246)	2,083,065
Net Appropriations	539,297	122,355			
Contingencies/Dept Reserves				4,382,024	4,382,024
TOTAL REQUIREMENTS	539,297	122,355		4,382,024	4,382,024
NET COUNTY COST	538,972	92,860			
AUTHORIZED POSITIONS					
Salary Resolution	56.0	49.0	49.0	35.0	(14.0)
Funded FTE	55.9	50.9	48.5	34.9	(13.6)

The Office of Agency Administration (7010B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	1,961,698	999,251	1,312,301		(1,312,301)
Miscellaneous Revenue	56,945	38,720			
Total Revenue	2,018,643	1,037,971	1,312,301		(1,312,301)
Fund Balance	9,271,755	8,840,401	4,518,549		(4,518,549)
TOTAL SOURCES	11,290,398	9,878,372	5,830,850		(5,830,850)
REQUIREMENTS					
Salaries and Benefits	11,321,263	7,025,699	7,639,256	6,974,009	(665,247)
Services and Supplies	1,859,417	1,061,534	1,766,025	753,275	(1,012,750)
Other Charges	4,048,537	4,407,031	5,304,515	4,800,179	(504,336)
Fixed Assets	155,135	79,945	100,000	100,000	
Gross Appropriations	17,384,352	12,574,209	14,809,796	12,627,463	(2,182,333)
Intrafund Transfers	(16,242,700)	(11,263,049)	(13,147,512)	(12,627,463)	520,049
Net Appropriations	1,141,652	1,311,161	1,662,284		(1,662,284)
Contingencies/Dept Reserves	9,271,755	6,660,807	4,518,549		(4,518,549)
TOTAL REQUIREMENTS	10,413,407	7,971,968	6,180,833		(6,180,833)
NET COUNTY COST	(876,991)	(1,906,405)	349,983		(349,983)
AUTHORIZED POSITIONS					
Salary Resolution	68.0	59.0	59.0	55.0	(4.0)
Funded FTE	68.0	59.0	58.5	54.3	(4.3)

Economic Self-Sufficiency (7200B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	72,306,552	79,952,344	112,000,368	86,710,660	(25,289,708)
Charges for Services	981,311	903,392	637,587	880,000	242,413
Interfund Revenue	39,568	50,973	25,000	36,000	11,000
Miscellaneous Revenue	783,099	1,067,131	494,000	1,522,068	1,028,068
Total Revenue	74,110,531	81,973,840	113,156,955	89,148,728	(24,008,227)
Fund Balance	23,304		817,879		(817,879)
TOTAL SOURCES	74,133,835	81,973,840	113,974,834	89,148,728	(24,826,106)
REQUIREMENTS					
Salaries and Benefits	39,656,853	39,653,050	47,967,607	44,979,673	(2,987,934)
Services and Supplies	22,807,834	24,620,024	44,003,131	25,522,072	(18,481,059)
Other Charges	31,004,584	34,555,014	37,605,382	37,876,160	270,778
Fixed Assets	37,561	29,858			
Other Financing Uses	333,863	181,187	225,127	216,823	(8,304)
Gross Appropriations	93,840,695	99,039,133	129,801,247	108,594,728	(21,206,519)
Intrafund Transfers	(5,448,158)	(5,563,275)	(5,013,585)	(4,915,617)	97,968
TOTAL REQUIREMENTS	88,392,537	93,475,858	124,787,662	103,679,111	(21,108,551)
NET COUNTY COST	14,258,702	11,502,017	10,812,828	14,530,383	3,717,555
AUTHORIZED POSITIONS					
Salary Resolution	456.0	436.0	433.0	413.0	(20.0)
Funded FTE	453.6	432.9	428.0	408.5	(19.6)

Child Welfare Services (7400B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	47,130,448	42,456,407	52,382,618	49,417,268	(2,965,350)
Miscellaneous Revenue	1,097,082	1,584,387	1,801,026	1,192,290	(608,736)
Total Revenue	48,227,529	44,040,793	54,183,644	50,609,558	(3,574,086)
Fund Balance	1,875,190		1,293,320	793,320	(500,000)
TOTAL SOURCES	50,102,719	44,040,793	55,476,964	51,402,878	(4,074,086)
REQUIREMENTS					
Salaries and Benefits	23,695,449	22,709,673	23,845,211	20,995,567	(2,849,644)
Services and Supplies	13,790,400	12,911,494	15,724,991	11,977,776	(3,747,215)
Other Charges	21,345,959	21,903,432	26,605,915	27,529,835	923,920
Other Financing Uses		61,208	73,279	73,279	
Gross Appropriations	58,831,807	57,585,806	66,249,396	60,576,457	(5,672,939)
Intrafund Transfers	(448,984)	(332,538)	(296,257)	(403,767)	(107,510)
Net Appropriations	58,382,823	57,253,268	65,953,139	60,172,690	(5,780,449)
Contingencies/Dept Reserves	609,839		793,320	793,320	
TOTAL REQUIREMENTS	58,992,662	57,253,268	66,746,459	60,966,010	(5,780,449)
NET COUNTY COST	8,889,943	13,212,475	11,269,495	9,563,132	(1,706,363)
AUTHORIZED POSITIONS					
Salary Resolution	225.0	191.0	186.0	160.0	(26.0)
Funded FTE	222.9	196.8	183.7	158.1	(25.5)

Prevention and Early Intervention (7500B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	8,068,640	7,004,589	8,583,584	7,283,316	(1,300,268)
Miscellaneous Revenue	325,362	221,692	113,500	318,500	205,000
Total Revenue	8,394,002	7,226,281	8,697,084	7,601,816	(1,095,268)
Fund Balance	913,335		313,335	313,335	
TOTAL SOURCES	9,307,337	7,226,281	9,010,419	7,915,151	(1,095,268)
REQUIREMENTS					
Salaries and Benefits	4,484,584	4,550,909	4,853,871	3,144,541	(1,709,330)
Services and Supplies	5,508,702	4,047,146	4,518,130	3,995,718	(522,412)
Other Charges	7,034,391	5,850,533	7,067,440	6,012,461	(1,054,979)
Other Financing Uses		2,448	2,931	2,930	(1)
Gross Appropriations	17,027,677	14,451,035	16,442,372	13,155,650	(3,286,722)
Intrafund Transfers	(1,904,955)	(1,095,822)	(983,102)	(545,475)	437,627
Net Appropriations	15,122,722	13,355,213	15,459,270	12,610,175	(2,849,095)
Contingencies/Dept Reserves	313,335		313,335	313,335	
TOTAL REQUIREMENTS	15,436,057	13,355,213	15,772,605	12,923,510	(2,849,095)
NET COUNTY COST	6,128,719	6,128,932	6,762,186	5,008,359	(1,753,827)
AUTHORIZED POSITIONS					
Salary Resolution	50.0	43.0	43.0	26.0	(17.0)
Funded FTE	50.0	43.0	42.5	25.4	(17.1)

Department of Child Support Services (2600B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	10,920,979	11,327,047	11,543,562	11,543,562	
Miscellaneous Revenue	206,786	(67)	216,117	408,729	192,612
TOTAL SOURCES	11,127,765	11,326,980	11,759,679	11,952,291	192,612
REQUIREMENTS					
Salaries and Benefits	9,242,170	9,677,772	10,120,854	10,467,598	346,744
Services and Supplies	560,746	454,728	464,650	410,650	(54,000)
Other Charges	1,365,946	1,194,449	1,285,508	1,284,600	(908)
Other Financing Uses	47,621				
Gross Appropriations	11,216,483	11,326,949	11,871,012	12,162,848	291,836
Intrafund Transfers	(88,718)	31	(111,333)	(210,557)	(99,224)
TOTAL REQUIREMENTS	11,127,765	11,326,980	11,759,679	11,952,291	192,612
AUTHORIZED POSITIONS					
Salary Resolution	98.0	92.0	90.0	90.0	
Funded FTE	97.0	90.7	88.6	89.2	0.6

Planning and Building (3800D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	2,408,163	2,510,704	2,339,000	2,606,219	267,219
Fines, Forfeitures and Penalties	19,373	46,260	15,000	15,000	
Intergovernmental Revenues		868	50,000	275,000	225,000
Charges for Services	1,442,053	1,189,171	1,237,100	1,436,077	198,977
Interfund Revenue	57,502	125,551	95,000	50,000	(45,000)
Miscellaneous Revenue	501,199	715,560	454,644	147,200	(307,444)
Total Revenue	4,428,289	4,588,115	4,190,744	4,529,496	338,752
Fund Balance	5,610,489	4,691,353	3,450,872	2,191,939	(1,258,933)
TOTAL SOURCES	10,038,778	9,279,468	7,641,616	6,721,435	(920,181)
REQUIREMENTS					
Salaries and Benefits	5,928,017	6,043,834	6,678,987	6,483,197	(195,790)
Services and Supplies	3,432,237	6,292,129	5,367,264	5,618,510	251,246
Other Charges	821,470	589,150	614,746	599,439	(15,307)
Gross Appropriations	10,181,724	12,925,113	12,660,997	12,701,146	40,149
Intrafund Transfers	(2,539,504)	(5,529,934)	(4,401,813)	(4,810,269)	(408,456)
Net Appropriations	7,642,220	7,395,179	8,259,184	7,890,877	(368,307)
Contingencies/Dept Reserves	4,167,480	1,962,137	1,032,354	154,000	(878,354)
TOTAL REQUIREMENTS	11,809,700	9,357,316	9,291,538	8,044,877	(1,246,661)
NET COUNTY COST	1,770,922	77,847	1,649,922	1,323,442	(326,480)
AUTHORIZED POSITIONS					
Salary Resolution	55.0	52.0	52.0	49.0	(3.0)
Funded FTE	54.6	52.0	51.6	48.5	(3.1)

Local Agency Formation Commission (3570D)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	189,019	159,278	165,638	165,638	
Charges for Services	13,635	29,573	25,000	25,000	
Total Revenue	202,654	188,851	190,638	190,638	
Fund Balance	91,609	139,037	108,808	108,808	
TOTAL SOURCES	294,263	327,888	299,446	299,446	
REQUIREMENTS					
Salaries and Benefits	200,721	202,272	219,867	220,146	279
Services and Supplies	31,410	62,354	71,132	71,132	
Other Charges	31,857	29,403	57,065	52,831	(4,234)
Gross Appropriations	263,988	294,029	348,064	344,109	(3,955)
Intrafund Transfers	(96,222)	(74,979)	(82,819)	(77,004)	5,815
Net Appropriations	167,766	219,050	265,245	267,105	1,860
Contingencies/Dept Reserves	126,497	108,838	34,201	32,341	(1,860)
TOTAL REQUIREMENTS	294,263	327,888	299,446	299,446	
AUTHORIZED POSITIONS					
Salary Resolution	1.0	1.0	1.0	1.0	
Funded FTE	1.0	1.0	1.0	1.0	

County Library (3700D)
County Library Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	17,918,752	18,802,988	17,294,081	17,162,530	(131,551)
Use of Money and Property	(243,475)	102,831	84,800	84,800	
Intergovernmental Revenues	545,943	453,344	445,776	429,469	(16,307)
Charges for Services	748,608	692,722	612,000	556,000	(56,000)
Interfund Revenue	150,158	157,388	160,000	157,388	(2,612)
Miscellaneous Revenue	719,187	792,271	1,180,032	596,232	(583,800)
Total Revenue	19,839,173	21,001,544	19,776,689	18,986,419	(790,270)
Fund Balance	9,950,614	11,490,382	11,641,652	12,935,467	1,293,815
TOTAL SOURCES	29,789,788	32,491,926	31,418,341	31,921,886	503,545
REQUIREMENTS					
Salaries and Benefits	11,350,475	11,909,355	12,913,036	12,774,063	(138,973)
Services and Supplies	12,936,166	14,398,639	16,287,235	14,131,481	(2,155,754)
Other Charges	1,256,786	1,378,565	1,413,786	1,423,754	9,968
Fixed Assets	16,540	1,058,388	212,000	466,000	254,000
Gross Appropriations	25,559,967	28,744,947	30,826,057	28,795,298	(2,030,759)
Intrafund Transfers	(7,260,561)	(7,894,673)	(9,618,063)	(8,730,834)	887,229
Net Appropriations	18,299,406	20,850,274	21,207,994	20,064,464	(1,143,530)
Contingencies/Dept Reserves	7,193,282	7,403,077	3,656,026	3,666,418	10,392
Non-General Fund Reserves	4,297,100	4,238,575	6,554,321	8,191,004	1,636,683
TOTAL REQUIREMENTS	29,789,788	32,491,926	31,418,341	31,921,886	503,545
AUTHORIZED POSITIONS					
Salary Resolution	130.0	130.0	130.0	126.0	(4.0)
Funded FTE	112.5	113.0	114.2	110.9	(3.3)

Department of Housing (7900D)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	1,482,262	1,472,650	1,475,883	1,279,508	(196,375)
Intergovernmental Revenues	70,969,069	68,051,308	73,975,423	80,102,923	6,127,500
Charges for Services	13				
Interfund Revenue		87,650		1,867,637	1,867,637
Miscellaneous Revenue	1,633,155	1,558,211	1,947,487	1,060,820	(886,667)
Other Financing Sources	135,854				
Total Revenue	74,220,353	71,169,819	77,398,793	84,310,888	6,912,095
Fund Balance	1,894,038		9,045		(9,045)
TOTAL SOURCES	76,114,391	71,169,819	77,407,838	84,310,888	6,903,050
REQUIREMENTS					
Salaries and Benefits	6,395,545	6,499,619	6,556,109	6,761,185	205,076
Services and Supplies	2,944,616	2,645,314	3,033,582	2,785,819	(247,763)
Other Charges	66,556,979	61,764,764	66,962,109	74,626,980	7,664,871
Fixed Assets	209,206	259,122	1,110,089	200,000	(910,089)
Gross Appropriations	76,106,346	71,168,819	77,661,889	84,373,984	6,712,095
Intrafund Transfers			(200,000)		200,000
Net Appropriations	76,106,346	71,168,819	77,461,889	84,373,984	6,912,095
Contingencies/Dept Reserves	8,045	1,000	45,949	36,904	(9,045)
TOTAL REQUIREMENTS	76,114,391	71,169,819	77,507,838	84,410,888	6,903,050
NET COUNTY COST			100,000	100,000	
AUTHORIZED POSITIONS					
Salary Resolution	65.0	60.0	60.0	60.0	
Funded FTE	64.9	59.9	59.7	59.6	

Housing and Community Development (7920P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	5,512,466	4,409,846	6,456,539	5,937,840	(518,699)
Charges for Services	13				
Interfund Revenue				1,867,637	1,867,637
Miscellaneous Revenue	2,228,281	1,370,979	1,764,483	822,425	(942,058)
Total Revenue	7,740,760	5,780,825	8,221,022	8,627,902	406,880
Fund Balance	1,894,038		9,045		(9,045)
TOTAL SOURCES	9,634,798	5,780,825	8,230,067	8,627,902	397,835
REQUIREMENTS					
Salaries and Benefits	2,211,450	2,134,083	1,890,966	2,030,788	139,822
Services and Supplies	554,481	227,938	590,122	449,032	(141,090)
Other Charges	6,860,822	3,417,804	6,003,030	6,211,178	208,148
Gross Appropriations	9,626,753	5,779,825	8,484,118	8,690,998	206,880
Intrafund Transfers			(200,000)		200,000
Net Appropriations	9,626,753	5,779,825	8,284,118	8,690,998	406,880
Contingencies/Dept Reserves	8,045	1,000	45,949	36,904	(9,045)
TOTAL REQUIREMENTS	9,634,798	5,780,825	8,330,067	8,727,902	397,835
NET COUNTY COST			100,000	100,000	
AUTHORIZED POSITIONS					
Salary Resolution	19.0	14.0	14.0	14.0	
Funded FTE	18.9	13.9	13.7	13.7	

Housing Authority (7930P)
Housing Authority Fund (Information Only)

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	1,482,262	1,472,650	1,475,883	1,279,508	(196,375)
Intergovernmental Revenues	65,456,603	63,641,462	67,518,884	74,165,083	6,646,199
Interfund Revenue		87,650			
Miscellaneous Revenue	(595,126)	187,232	183,004	238,395	55,391
Other Financing Sources	135,854				
TOTAL SOURCES	66,479,593	65,388,994	69,177,771	75,682,986	6,505,215
REQUIREMENTS					
Salaries and Benefits	4,184,095	4,365,536	4,665,143	4,730,397	65,254
Services and Supplies	2,390,135	2,417,376	2,443,460	2,336,787	(106,673)
Other Charges	59,696,157	58,346,960	60,959,079	68,415,802	7,456,723
Fixed Assets	209,206	259,122	1,110,089	200,000	(910,089)
TOTAL REQUIREMENTS	66,479,593	65,388,994	69,177,771	75,682,986	6,505,215
AUTHORIZED POSITIONS					
Salary Resolution	46.0	46.0	46.0	46.0	
Funded FTE	46.0	46.0	46.0	46.0	

Department of Public Works (4500D)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	7,298,694	7,325,971	6,353,707	6,327,579	(26,128)
Licenses, Permits and Franchises	5,269,501	4,818,609	673,171	3,025,124	2,351,953
Fines, Forfeitures and Penalties	12,133	7,755	9,000	9,000	
Use of Money and Property	1,304,419	3,942,444	3,627,860	3,871,500	243,640
Intergovernmental Revenues	29,058,268	31,496,800	26,543,338	21,326,520	(5,216,818)
Charges for Services	13,638,252	14,759,746	18,078,391	15,493,576	(2,584,815)
Interfund Revenue	28,579,246	26,517,822	32,749,206	32,529,077	(220,129)
Miscellaneous Revenue	6,007,328	2,956,113	2,144,777	988,456	(1,156,321)
Other Financing Sources	2,471,759	3,286,465	3,543,604	1,893,172	(1,650,432)
Total Revenue	93,639,599	95,111,725	93,723,054	85,464,004	(8,259,050)
Fund Balance	61,863,379	72,280,468	83,336,933	79,074,292	(4,262,641)
TOTAL SOURCES	155,502,978	167,392,193	177,059,987	164,538,296	(12,521,691)
REQUIREMENTS					
Salaries and Benefits	40,107,399	39,515,092	44,921,368	44,616,734	(304,634)
Services and Supplies	48,110,691	44,157,042	64,019,656	61,929,796	(2,089,860)
Other Charges	13,782,971	13,670,836	13,223,377	11,321,280	(1,902,097)
Fixed Assets	6,348,990	6,033,095	20,524,537	17,160,820	(3,363,717)
Other Financing Uses	17,206,882	19,107,993	19,906,881	19,592,495	(314,386)
Gross Appropriations	125,556,933	122,484,058	162,595,819	154,621,125	(7,974,694)
Intrafund Transfers	(33,668,127)	(31,425,758)	(33,962,006)	(30,974,255)	2,987,751
Net Appropriations	91,888,805	91,058,300	128,633,813	123,646,870	(4,986,943)
Contingencies/Dept Reserves	50,868,546	68,235,133	42,245,443	35,300,238	(6,945,205)
Non-General Fund Reserves	18,762,504	15,046,303	12,907,155	11,626,477	(1,280,678)
TOTAL REQUIREMENTS	161,519,855	174,339,736	183,786,411	170,573,585	(13,212,826)
NET COUNTY COST	6,016,877	6,947,543	6,726,424	6,035,289	(691,135)
AUTHORIZED POSITIONS					
Salary Resolution	398.0	374.0	358.0	352.0	(6.0)
Funded FTE	396.6	374.1	356.5	351.4	(5.1)

Parks Division (3900B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	8,561	5,909	7,000	7,000	
Use of Money and Property	109,881	111,863	257,594	257,594	
Intergovernmental Revenues	23,068	16,838			
Charges for Services	1,123,160	1,433,410	1,924,415	1,808,117	(116,298)
Interfund Revenue			25,000	110,468	85,468
Miscellaneous Revenue	194,672	176,407	55,000	55,000	
Other Financing Sources	181,848	237,500	234,348	234,348	
Total Revenue	1,641,191	1,981,926	2,503,357	2,472,527	(30,830)
Fund Balance	260,149	103,599	150,361	199,741	49,380
TOTAL SOURCES	1,901,340	2,085,525	2,653,718	2,672,268	18,550
REQUIREMENTS					
Salaries and Benefits	6,406,189	6,419,721	6,722,228	6,252,783	(469,445)
Services and Supplies	1,065,592	942,996	952,369	960,240	7,871
Other Charges	1,092,912	1,153,499	1,072,973	1,052,726	(20,247)
Fixed Assets	32,042	24,220			
Gross Appropriations	8,596,735	8,540,436	8,747,570	8,265,749	(481,821)
Intrafund Transfers	(185,000)	(55,000)	(54,997)	(54,997)	
Net Appropriations	8,411,735	8,485,436	8,692,573	8,210,752	(481,821)
Contingencies/Dept Reserves	177,811	194,880	133,119	133,119	
TOTAL REQUIREMENTS	8,589,546	8,680,316	8,825,692	8,343,871	(481,821)
NET COUNTY COST	6,688,207	6,594,791	6,171,974	5,671,603	(500,371)
AUTHORIZED POSITIONS					
Salary Resolution	57.0	52.0	52.0	51.0	(1.0)
Funded FTE	56.6	52.0	51.5	50.1	(1.4)

Administration and Support (3910P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	8,561	5,909	7,000	7,000	
Use of Money and Property	39,773	42,143	155,000	155,000	
Intergovernmental Revenues		15,298			
Charges for Services	25,185	124,520	315,208	315,208	
Interfund Revenue			25,000	110,468	85,468
Miscellaneous Revenue	73,041	30,210			
Other Financing Sources	42,848	90,348	86,282	86,282	
Total Revenue	189,408	308,429	588,490	673,958	85,468
Fund Balance	260,149	103,599	150,361	199,741	49,380
TOTAL SOURCES	449,557	412,028	738,851	873,699	134,848
REQUIREMENTS					
Salaries and Benefits	1,048,871	1,171,462	1,260,018	1,036,164	(223,854)
Services and Supplies	157,872	129,071	137,200	143,966	6,766
Other Charges	258,301	264,762	273,621	275,698	2,077
Gross Appropriations	1,465,044	1,565,295	1,670,839	1,455,828	(215,011)
Intrafund Transfers	(185,000)	(55,000)	(54,997)	(54,997)	
Net Appropriations	1,280,044	1,510,295	1,615,842	1,400,831	(215,011)
Contingencies/Dept Reserves	177,811	194,880	133,119	133,119	
TOTAL REQUIREMENTS	1,457,855	1,705,175	1,748,961	1,533,950	(215,011)
NET COUNTY COST	1,008,297	1,293,147	1,010,110	660,251	(349,859)
AUTHORIZED POSITIONS					
Salary Resolution	10.0	52.0	8.0	7.0	(1.0)
Funded FTE	10.0	52.0	8.0	7.0	(1.0)

Operations and Maintenance (3930P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	70,109	69,719	102,594	102,594	
Intergovernmental Revenues	23,068	1,540			
Charges for Services	1,097,975	1,308,890	1,609,207	1,492,909	(116,298)
Miscellaneous Revenue	121,631	146,196	55,000	55,000	
Other Financing Sources	139,000	147,152	148,066	148,066	
TOTAL SOURCES	1,451,782	1,673,497	1,914,867	1,798,569	(116,298)
REQUIREMENTS					
Salaries and Benefits	5,357,318	5,248,260	5,462,210	5,216,619	(245,591)
Services and Supplies	907,720	813,925	815,169	816,274	1,105
Other Charges	834,612	888,737	799,352	777,028	(22,324)
Fixed Assets	32,042	24,220			
TOTAL REQUIREMENTS	7,131,692	6,975,141	7,076,731	6,809,921	(266,810)
NET COUNTY COST	5,679,909	5,301,644	5,161,864	5,011,352	(150,512)
AUTHORIZED POSITIONS					
Salary Resolution	47.0		44.0	44.0	
Funded FTE	46.6		43.6	43.2	(0.4)

Fish and Game (3950B)
 Fish and Game Propagation Fund
 FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties	3,572	1,847	2,000	2,000	
Use of Money and Property	(2,095)	701	500	500	
Charges for Services		175			
Total Revenue	1,477	2,724	2,500	2,500	
Fund Balance	76,142	71,454	74,178	75,878	1,700
TOTAL SOURCES	77,619	74,178	76,678	78,378	1,700
REQUIREMENTS					
Services and Supplies	6,164		15,000	15,000	
Net Appropriations	6,164		15,000	15,000	
Non-General Fund Reserves	71,454	74,178	61,678	63,378	1,700
TOTAL REQUIREMENTS	77,618	74,178	76,678	78,378	1,700

Off-Highway Vehicle License Fees (3960B)
Off-Highway Vehicle License Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(7,000)	1,051			
Total Revenue	(7,000)	1,051			
Fund Balance	199,664	109,176	80,227		(80,227)
TOTAL SOURCES	192,664	110,227	80,227		(80,227)
REQUIREMENTS					
Services and Supplies	83,488		73,227		(73,227)
Other Financing Uses		30,000	7,000		(7,000)
Net Appropriations	83,488	30,000	80,227		(80,227)
Non-General Fund Reserves	109,176	80,227			
TOTAL REQUIREMENTS	192,664	110,227	80,227		(80,227)

Parks Acquisition and Development (3970B)
Parks Acquisition and Development Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(129,463)	35,656	35,000	35,000	
Intergovernmental Revenues	1,424,958	1,043,920	2,027,320	2,298,562	271,242
Miscellaneous Revenue	906,303	903,144			
Total Revenue	2,201,797	1,982,721	2,062,320	2,333,562	271,242
Fund Balance	3,661,002	4,349,341	3,578,356	2,707,077	(871,279)
TOTAL SOURCES	5,862,799	6,332,061	5,640,676	5,040,639	(600,037)
REQUIREMENTS					
Services and Supplies	232,644	412,590	543,500	543,500	
Fixed Assets	492,678	623,864	978,509	1,654,238	675,729
Other Financing Uses	790,180	1,717,252	1,639,271	2,402,999	763,728
Net Appropriations	1,515,502	2,753,705	3,161,280	4,600,737	1,439,457
Non-General Fund Reserves	4,347,298	3,578,356	2,479,396	439,902	(2,039,494)
TOTAL REQUIREMENTS	5,862,799	6,332,061	5,640,676	5,040,639	(600,037)

Coyote Point Marina (3980B)
Coyote Point Marina Operating Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	10,588	29,184	28,000	28,000	
Intergovernmental Revenues			364,000	1,830,000	1,466,000
Charges for Services	1,083,532	1,039,596	1,106,969	1,106,969	
Miscellaneous Revenue	8,074				
Total Revenue	1,102,194	1,068,781	1,498,969	2,964,969	1,466,000
Fund Balance	812,105	739,134	786,006	104,456	(681,550)
TOTAL SOURCES	1,914,299	1,807,915	2,284,975	3,069,425	784,450
REQUIREMENTS					
Salaries and Benefits	537,277	394,847	542,317	428,914	(113,403)
Services and Supplies	220,923	290,031	321,428	321,428	
Other Charges	402,247	403,421	401,923	376,377	(25,546)
Fixed Assets		5,190	194,769		(194,769)
Other Financing Uses	253,648	165,000	585,082	1,830,000	1,244,918
Net Appropriations	1,414,095	1,258,489	2,045,519	2,956,719	911,200
Non-General Fund Reserves	500,203	549,426	239,456	112,706	(126,750)
TOTAL REQUIREMENTS	1,914,298	1,807,915	2,284,975	3,069,425	784,450
AUTHORIZED POSITIONS					
Salary Resolution	5.0	5.0	4.0	4.0	
Funded FTE	5.0	5.0	4.3	4.0	(0.3)

Administrative Services (4510P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services		8,442		1,159,376	1,159,376
Interfund Revenue	4,646,760	5,094,291	6,536,744	6,058,676	(478,068)
Miscellaneous Revenue	40,806	38,290	10,000	10,000	
Other Financing Sources	96,420	35,617	49,432		(49,432)
Total Revenue	4,783,986	5,176,640	6,596,176	7,228,052	631,876
Fund Balance	61,000	61,000		266,230	266,230
TOTAL SOURCES	4,844,986	5,237,640	6,596,176	7,494,282	898,106
REQUIREMENTS					
Salaries and Benefits	3,098,956	2,909,598	3,676,228	4,772,257	1,096,029
Services and Supplies	705,063	697,982	843,633	982,490	138,857
Other Charges	1,504,342	1,990,506	2,233,729	1,869,535	(364,194)
Fixed Assets	59,843		33,250	70,000	36,750
Other Financing Uses		61,000			
Gross Appropriations	5,368,203	5,659,086	6,786,840	7,694,282	907,442
Intrafund Transfers	(286,061)	(183,509)		(200,000)	(200,000)
TOTAL REQUIREMENTS	5,082,142	5,475,577	6,786,840	7,494,282	707,442
NET COUNTY COST	237,155	237,937	190,664		(190,664)
AUTHORIZED POSITIONS					
Salary Resolution	28.0	28.0	28.0	33.0	5.0
Funded FTE	27.9	27.9	27.9	32.9	5.1

Engineering Services (4600P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues			48,000		(48,000)
Charges for Services	17,028	40,677	9,074		(9,074)
Interfund Revenue	3,603,197	3,268,163	4,803,240	4,895,235	91,995
Miscellaneous Revenue	6,726	8,553			
Other Financing Sources	3,491	5,149			
Total Revenue	3,630,441	3,322,542	4,860,314	4,895,235	34,921
Fund Balance		182			
TOTAL SOURCES	3,630,441	3,322,724	4,860,314	4,895,235	34,921
REQUIREMENTS					
Salaries and Benefits	3,133,195	2,966,408	3,782,510	3,826,505	43,995
Services and Supplies	270,143	222,011	670,123	661,049	(9,074)
Other Charges	470,852	481,865	504,305	504,305	
Gross Appropriations	3,874,189	3,670,283	4,956,938	4,991,859	34,921
Intrafund Transfers	(147,367)	(250,936)			
Net Appropriations	3,726,822	3,419,348	4,956,938	4,991,859	34,921
Contingencies/Dept Reserves		182			
TOTAL REQUIREMENTS	3,726,822	3,419,530	4,956,938	4,991,859	34,921
NET COUNTY COST	96,381	96,806	96,624	96,624	
AUTHORIZED POSITIONS					
Salary Resolution	30.0	30.0	25.0	25.0	
Funded FTE	29.5	29.5	24.6	24.6	

Facilities Services (4730P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	551,017	561,163	501,644	501,644	
Intergovernmental Revenues		1,077,114	1,987,429	1,562,857	(424,572)
Charges for Services	592,818	786,139	3,000	3,000	
Interfund Revenue	7,104,010	6,173,807	6,954,508	6,807,216	(147,292)
Miscellaneous Revenue	344,142	227,616	278,156	266,656	(11,500)
Total Revenue	8,591,987	8,825,839	9,724,737	9,141,373	(583,364)
Fund Balance	179	1,292,669	197,618	128,000	(69,618)
TOTAL SOURCES	8,592,166	10,118,508	9,922,355	9,269,373	(652,982)
REQUIREMENTS					
Salaries and Benefits	10,003,311	10,416,420	11,588,218	11,414,357	(173,861)
Services and Supplies	12,728,275	11,521,504	12,556,672	12,294,362	(262,310)
Other Charges	3,282,500	3,459,204	3,040,833	3,009,992	(30,841)
Other Financing Uses	12,021,379	12,654,818	13,108,028	12,567,263	(540,765)
Gross Appropriations	38,035,466	38,051,947	40,293,751	39,285,974	(1,007,777)
Intrafund Transfers	(30,327,633)	(28,128,728)	(29,984,234)	(29,629,539)	354,695
Net Appropriations	7,707,834	9,923,219	10,309,517	9,656,435	(653,082)
Contingencies/Dept Reserves	179	334,000			
TOTAL REQUIREMENTS	7,708,013	10,257,219	10,309,517	9,656,435	(653,082)
NET COUNTY COST	(884,154)	138,711	387,162	387,062	(100)
AUTHORIZED POSITIONS					
Salary Resolution	112.0	106.0	102.0	97.0	(5.0)
Funded FTE	112.0	106.0	101.8	98.3	(3.6)

Road Construction and Operations (4520B)
Road Construction Funds

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	73,841	125,913	120,000	160,000	40,000
Use of Money and Property	(218,009)	170,845	90,679	90,679	
Intergovernmental Revenues	25,450,858	26,085,548	21,116,456	14,550,913	(6,565,543)
Charges for Services	183,761	338,213	267,500	264,500	(3,000)
Interfund Revenue	983,740	953,478	621,472	492,872	(128,600)
Miscellaneous Revenue	3,430,466	1,228,257	1,653,441	400,000	(1,253,441)
Total Revenue	29,904,657	28,902,254	23,869,548	15,958,964	(7,910,584)
Fund Balance	8,896,511	16,022,477	27,103,487	27,103,487	
TOTAL SOURCES	38,801,168	44,924,731	50,973,035	43,062,451	(7,910,584)
REQUIREMENTS					
Salaries and Benefits	7,896,850	7,983,846	9,063,784	9,238,802	175,018
Services and Supplies	13,667,033	10,525,330	19,745,158	18,390,717	(1,354,441)
Other Charges	1,003,765	954,217	1,117,551	1,126,600	9,049
Fixed Assets	1,976,278		6,286,941	1,400,000	(4,886,941)
Gross Appropriations	24,543,927	19,463,394	36,213,434	30,156,119	(6,057,315)
Intrafund Transfers	(1,765,235)	(1,642,150)	(2,853,843)		2,853,843
Net Appropriations	22,778,692	17,821,244	33,359,591	30,156,119	(3,203,472)
Contingencies/Dept Reserves	13,117,756	24,556,004	14,790,961	10,147,705	(4,643,256)
Non-General Fund Reserves	2,904,721	2,547,483	2,822,483	2,758,627	(63,856)
TOTAL REQUIREMENTS	38,801,169	44,924,731	50,973,035	43,062,451	(7,910,584)
AUTHORIZED POSITIONS					
Salary Resolution	79.0	79.0	75.0	75.0	
Funded FTE	79.0	79.0	75.0	75.0	

Construction Services (4740B)
Construction Services Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	11,603	(3,501)			
Charges for Services	90,982	100,205	280,393	238,334	(42,059)
Interfund Revenue	3,455,147	2,208,301	2,454,556	2,323,160	(131,396)
Miscellaneous Revenue	648,177	30,411			
Other Financing Sources		237,200			
Total Revenue	4,205,910	2,572,615	2,734,949	2,561,494	(173,455)
Fund Balance	46,171	182,220	128,354		(128,354)
TOTAL SOURCES	4,252,081	2,754,835	2,863,303	2,561,494	(301,809)
REQUIREMENTS					
Salaries and Benefits	2,589,186	1,827,105	2,101,024	2,096,931	(4,093)
Services and Supplies	701,864	490,704	561,837	395,613	(166,224)
Other Charges	778,811	308,672	200,442	68,950	(131,492)
Net Appropriations	4,069,861	2,626,482	2,863,303	2,561,494	(301,809)
Contingencies/Dept Reserves	182,220	128,354			
TOTAL REQUIREMENTS	4,252,081	2,754,836	2,863,303	2,561,494	(301,809)
AUTHORIZED POSITIONS					
Salary Resolution	29.0	16.0	16.0	16.0	
Funded FTE	28.8	17.0	15.8	15.8	

Vehicle and Equipment Services (4760B)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(183,257)	56,708			
Charges for Services	33,817	34,454	14,000	12,000	(2,000)
Interfund Revenue	6,210,503	5,771,882	6,022,077	6,256,372	234,295
Miscellaneous Revenue	113,555	153,789	69,380	118,000	48,620
Other Financing Sources			1,000		(1,000)
Total Revenue	6,174,617	6,016,832	6,106,457	6,386,372	279,915
Fund Balance	5,900,225	5,475,406	5,766,749	5,619,450	(147,299)
TOTAL SOURCES	12,074,842	11,492,238	11,873,206	12,005,822	132,616
REQUIREMENTS					
Salaries and Benefits	1,591,683	1,630,400	1,783,550	1,781,448	(2,102)
Services and Supplies	2,295,147	2,128,738	2,554,571	2,490,047	(64,524)
Other Charges	549,494	540,220	459,210	468,946	9,736
Fixed Assets	2,163,112	1,426,130	1,715,650	1,905,156	189,506
Net Appropriations	6,599,436	5,725,488	6,512,981	6,645,597	132,616
Non-General Fund Reserves	5,475,406	5,766,749	5,360,225	5,360,225	
TOTAL REQUIREMENTS	12,074,842	11,492,237	11,873,206	12,005,822	132,616
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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	4,662,148	4,132,044	30,000	2,320,600	2,290,600
Use of Money and Property	(244,496)	49,942	12,101	17,101	5,000
Intergovernmental Revenues	112,941	255,953	185,000	185,000	
Charges for Services	57,792	87,742	3,219,081	79,079	(3,140,002)
Interfund Revenue	639,478	1,174,002	2,659,397	2,843,600	184,203
Miscellaneous Revenue	73,767	72,829			
Total Revenue	5,301,630	5,772,512	6,105,579	5,445,380	(660,199)
Fund Balance	6,288,448	4,705,651	3,729,554	2,816,054	(913,500)
TOTAL SOURCES	11,590,078	10,478,163	9,835,133	8,261,434	(1,573,699)
REQUIREMENTS					
Salaries and Benefits	1,123,728	1,184,865	1,300,114	1,327,051	26,937
Services and Supplies	3,683,533	3,801,298	5,422,169	4,236,666	(1,185,503)
Other Charges	1,734,552	1,535,582	60,567	60,567	
Other Financing Uses	342,614	226,865			
Net Appropriations	6,884,427	6,748,609	6,782,850	5,624,284	(1,158,566)
Contingencies/Dept Reserves	1,457,333	3,128,867	1,773,071	1,317,170	(455,901)
Non-General Fund Reserves	3,248,318	600,687	1,279,212	1,319,980	40,768
TOTAL REQUIREMENTS	11,590,078	10,478,163	9,835,133	8,261,434	(1,573,699)
AUTHORIZED POSITIONS					
Salary Resolution	9.0	9.0	9.0	9.0	
Funded FTE	8.8	8.8	8.8	8.9	0.1

Transportation Services (4830B)
Half-Cent Transportation Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	1,704,474	1,671,348	1,681,923	1,681,923	
Use of Money and Property	6,469	2,352			
Charges for Services	1,330,963	1,399,719	1,195,309	75,000	(1,120,309)
Interfund Revenue	3,621				
Miscellaneous Revenue	50,832	10,371			
Total Revenue	3,096,359	3,083,790	2,877,232	1,756,923	(1,120,309)
Fund Balance	2,433	217,656	617,513	463,618	(153,895)
TOTAL SOURCES	3,098,792	3,301,446	3,494,745	2,220,541	(1,274,204)
REQUIREMENTS					
Salaries and Benefits	1,001,515	1,075,148	1,151,077	191,575	(959,502)
Services and Supplies	1,681,778	1,414,916	2,187,782	1,907,591	(280,191)
Other Charges	197,843	193,870	155,886	121,375	(34,511)
Net Appropriations	2,881,135	2,683,933	3,494,745	2,220,541	(1,274,204)
Contingencies/Dept Reserves	217,656	617,513			
TOTAL REQUIREMENTS	3,098,791	3,301,446	3,494,745	2,220,541	(1,274,204)
AUTHORIZED POSITIONS					
Salary Resolution	8.0	8.0	6.0	1.0	(5.0)
Funded FTE	8.0	8.0	6.0	1.0	(5.0)

Utilities (4840B)
ALL FUNDS

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	5,594,220	5,654,623	4,671,784	4,645,656	(26,128)
Licenses, Permits and Franchises	518,012	545,152	507,671	529,024	21,353
Use of Money and Property	(1,019,460)	344,380	236,042	237,662	1,620
Intergovernmental Revenues	36,689	36,178	34,180	34,516	336
Charges for Services	9,112,287	9,468,906	10,020,650	10,709,201	688,551
Interfund Revenue	1,932,203	1,873,897	2,672,212	2,741,478	69,266
Miscellaneous Revenue	115,053	33,133		60,000	60,000
Other Financing Sources	2,190,000	2,771,000	3,258,824	1,658,824	(1,600,000)
Total Revenue	18,479,004	20,727,269	21,401,363	20,616,361	(785,002)
Fund Balance	34,639,487	36,546,817	39,339,061	37,804,832	(1,534,229)
TOTAL SOURCES	53,118,491	57,274,086	60,740,424	58,421,193	(2,319,231)
REQUIREMENTS					
Salaries and Benefits	1,831,121	1,703,560	2,073,196	2,143,062	69,866
Services and Supplies	10,176,276	10,803,306	16,763,633	17,879,539	1,115,906
Other Charges	1,570,276	1,622,348	2,840,888	1,970,741	(870,147)
Fixed Assets	748,942	530,374	9,808,824	10,792,824	984,000
Other Financing Uses	3,799,061	4,253,059	4,567,500	2,792,233	(1,775,267)
Gross Appropriations	18,125,676	18,912,647	36,054,041	35,578,399	(475,642)
Intrafund Transfers	(899,320)	(1,098,325)	(1,048,432)	(1,049,219)	(787)
Net Appropriations	17,226,357	17,814,322	35,005,609	34,529,180	(476,429)
Contingencies/Dept Reserves	35,715,591	39,275,333	25,548,292	23,702,244	(1,846,048)
Non-General Fund Reserves	55,833	63,728	66,523	69,769	3,246
TOTAL REQUIREMENTS	52,997,781	57,153,383	60,620,424	58,301,193	(2,319,231)
NET COUNTY COST	(120,710)	(120,703)	(120,000)	(120,000)	
AUTHORIZED POSITIONS					
Salary Resolution	16.0	16.0	16.0	16.0	
Funded FTE	16.0	16.0	15.8	15.9	0.2

Airports (4850B)
County Airports Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	15,500	15,500	15,500	15,500	
Use of Money and Property	2,418,640	2,582,099	2,466,300	2,703,320	237,020
Intergovernmental Revenues	2,009,753	2,981,249	780,953	864,672	83,719
Charges for Services	12,114	22,069	38,000	38,000	
Interfund Revenue	586				
Miscellaneous Revenue	74,755	73,314	78,800	78,800	
Total Revenue	4,531,348	5,674,231	3,379,553	3,700,292	320,739
Fund Balance	1,019,864	2,403,686	1,785,469	1,785,469	
TOTAL SOURCES	5,551,212	8,077,917	5,165,022	5,485,761	320,739
REQUIREMENTS					
Salaries and Benefits	894,388	1,003,174	1,137,122	1,143,049	5,927
Services and Supplies	592,768	905,635	808,554	851,554	43,000
Other Charges	1,195,377	1,027,433	1,135,070	691,166	(443,904)
Fixed Assets	876,095	3,423,318	1,506,594	1,338,602	(167,992)
Gross Appropriations	3,558,628	6,359,559	4,587,340	4,024,371	(562,969)
Intrafund Transfers	(57,511)	(67,111)	(20,500)	(40,500)	(20,000)
Net Appropriations	3,501,117	6,292,448	4,566,840	3,983,871	(582,969)
Non-General Fund Reserves	2,050,095	1,785,469	598,182	1,501,890	903,708
TOTAL REQUIREMENTS	5,551,212	8,077,917	5,165,022	5,485,761	320,739
AUTHORIZED POSITIONS					
Salary Resolution	9.0	9.0	9.0	9.0	
Funded FTE	9.0	9.0	9.0	9.0	

Capital Projects (8500D)
Capital Projects Funds

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(64,023)	16,939			
Intergovernmental Revenues		856,224	631,208		(631,208)
Charges for Services	6,100	3,376	1,056,541		(1,056,541)
Interfund Revenue	16,706				
Miscellaneous Revenue	25,117	25,721			
Other Financing Sources	7,381,614	9,829,874	24,615,736	22,383,987	(2,231,749)
Total Revenue	7,365,513	10,732,135	26,303,485	22,383,987	(3,919,498)
Fund Balance	1,871,558	1,904,458	2,343,063	2,343,063	
TOTAL SOURCES	9,237,071	12,636,593	28,646,548	24,727,050	(3,919,498)
REQUIREMENTS					
Fixed Assets	7,407,735	10,293,530	27,170,467	23,639,791	(3,530,676)
Net Appropriations	7,407,735	10,293,530	27,170,467	23,639,791	(3,530,676)
Contingencies/Dept Reserves	1,829,336	2,343,063	1,476,081	1,087,259	(388,822)
TOTAL REQUIREMENTS	9,237,071	12,636,593	28,646,548	24,727,050	(3,919,498)

Accumulated Capital Outlay Fund (8200B)
Accumulated Capital Outlay Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(190)	55	200	68	(132)
Total Revenue	(190)	55	200	68	(132)
Fund Balance	5,883	5,693	5,748	5,803	55
TOTAL SOURCES	5,693	5,748	5,948	5,871	(77)
REQUIREMENTS					
Other Financing Uses				5,871	5,871
Net Appropriations				5,871	5,871
Contingencies/Dept Reserves		5,748	5,948		(5,948)
Non-General Fund Reserves	5,693				
TOTAL REQUIREMENTS	5,693	5,748	5,948	5,871	(77)

Courthouse Construction Fund (8300B)
 Courthouse Temporary Construction Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fines, Forfeitures and Penalties		58			
Use of Money and Property	(109,284)	37,938	30,000	30,000	
Charges for Services	1,199,862	1,282,629	1,150,000	1,250,000	100,000
Other Financing Sources	29,156				
Total Revenue	1,119,734	1,320,626	1,180,000	1,280,000	100,000
Fund Balance	3,919,535	3,595,058	3,517,606	744,114	(2,773,492)
TOTAL SOURCES	5,039,269	4,915,684	4,697,606	2,024,114	(2,673,492)
REQUIREMENTS					
Services and Supplies		(621)			
Other Charges			861,687	872,170	10,483
Other Financing Uses	1,444,211	1,398,699	3,243,907	458,413	(2,785,494)
Net Appropriations	1,444,211	1,398,078	4,105,594	1,330,583	(2,775,011)
Non-General Fund Reserves	3,595,058	3,517,606	592,012	693,531	101,519
TOTAL REQUIREMENTS	5,039,269	4,915,684	4,697,606	2,024,114	(2,673,492)

Criminal Justice Construction Fund (8400B)
Criminal Justice Temporary Construction Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(35,403)	13,579	10,000	10,000	
Charges for Services	1,250,223	1,283,028	1,150,000	1,250,035	100,035
Total Revenue	1,214,820	1,296,608	1,160,000	1,260,035	100,035
Fund Balance	898,422	988,900	1,089,962	1,299,962	210,000
TOTAL SOURCES	2,113,242	2,285,508	2,249,962	2,559,997	310,035
REQUIREMENTS					
Other Financing Uses	1,124,582	1,195,546	1,100,000	1,100,000	
Net Appropriations	1,124,582	1,195,546	1,100,000	1,100,000	
Non-General Fund Reserves	988,660	1,089,962	1,149,962	1,459,997	310,035
TOTAL REQUIREMENTS	2,113,242	2,285,508	2,249,962	2,559,997	310,035

Real Property Services (1220B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	256,961	256,539	253,909	253,909	
Charges for Services	147,038	44,934	50,000	20,000	(30,000)
Interfund Revenue	2,519,174	2,584,411	3,055,042	3,180,206	125,164
Miscellaneous Revenue	1,948	3,667			
Total Revenue	2,925,121	2,889,551	3,358,951	3,454,115	95,164
Fund Balance	122,564	307,889	94,092	94,092	
TOTAL SOURCES	3,047,685	3,197,440	3,453,043	3,548,207	95,164
REQUIREMENTS					
Salaries and Benefits	563,113	573,233	619,383	619,872	489
Services and Supplies	109,407	69,009	56,058	56,058	
Other Charges	13,832,514	14,022,731	14,569,005	14,669,853	100,848
Gross Appropriations	14,505,034	14,664,973	15,244,446	15,345,783	101,337
Intrafund Transfers	(11,765,238)	(11,561,625)	(11,859,883)	(11,866,056)	(6,173)
Net Appropriations	2,739,796	3,103,348	3,384,563	3,479,727	95,164
Contingencies/Dept Reserves	307,889	94,092	68,480	68,480	
TOTAL REQUIREMENTS	3,047,685	3,197,440	3,453,043	3,548,207	95,164
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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	506,309	556,983	544,400	591,400	47,000
Fines, Forfeitures and Penalties	17,353	18,700			
Intergovernmental Revenues	2,264,161	2,377,602	2,331,248	2,373,785	42,537
Charges for Services	148,584	168,450	146,700	146,700	
Miscellaneous Revenue	2,419	22,458	200	200	
Total Revenue	2,938,826	3,144,194	3,022,548	3,112,085	89,537
Fund Balance	384,954	378,483	496,790	283,136	(213,654)
TOTAL SOURCES	3,323,780	3,522,677	3,519,338	3,395,221	(124,117)
REQUIREMENTS					
Salaries and Benefits	3,341,534	3,435,300	3,728,295	3,710,453	(17,842)
Services and Supplies	165,602	136,981	241,026	127,592	(113,434)
Other Charges	610,174	692,052	686,632	510,281	(176,351)
Net Appropriations	4,117,310	4,264,334	4,655,953	4,348,326	(307,627)
Contingencies/Dept Reserves	129,000	260,536	260,536	260,536	
TOTAL REQUIREMENTS	4,246,310	4,524,870	4,916,489	4,608,862	(307,627)
NET COUNTY COST	922,530	1,002,192	1,397,151	1,213,641	(183,510)
AUTHORIZED POSITIONS					
Salary Resolution	32.0	32.0	30.0	30.0	
Funded FTE	30.4	30.4	29.0	28.9	(0.1)

Board of Supervisors (1100B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue	2,567				
Total Revenue	2,567				
Fund Balance	351,835	388,315		323,385	323,385
TOTAL SOURCES	354,402	388,315		323,385	323,385
REQUIREMENTS					
Salaries and Benefits	2,580,470	2,818,084	3,189,790	3,154,285	(35,505)
Services and Supplies	219,758	182,318	258,695	240,500	(18,195)
Other Charges	180,613	189,316	221,045	204,505	(16,540)
Net Appropriations	2,980,840	3,189,718	3,669,530	3,599,290	(70,240)
Contingencies/Dept Reserves	110,834	154,097			
TOTAL REQUIREMENTS	3,091,674	3,343,815	3,669,530	3,599,290	(70,240)
NET COUNTY COST	2,737,272	2,955,500	3,669,530	3,275,905	(393,625)
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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	128,430	12,232	13,100	11,500	(1,600)
Intergovernmental Revenues		13,349	1,954,590	1,602,599	(351,991)
Charges for Services	217,823	76,927	70,072	52,782	(17,290)
Interfund Revenue	221,539	214,797	122,209	83,955	(38,254)
Miscellaneous Revenue	89,897	115,789	83,950	116,763	32,813
Other Financing Sources	2,162	1,211	2,200	2,200	
Total Revenue	659,850	434,305	2,246,121	1,869,799	(376,322)
Fund Balance	1,777,770	1,925,041	2,336,245	1,907,729	(428,516)
TOTAL SOURCES	2,437,620	2,359,346	4,582,366	3,777,528	(804,838)
REQUIREMENTS					
Salaries and Benefits	5,488,151	5,192,774	5,896,872	6,002,164	105,292
Services and Supplies	1,107,742	1,298,370	3,241,652	2,699,777	(541,875)
Other Charges	1,822,783	1,774,976	900,044	936,342	36,298
Fixed Assets	32,351		10,000	15,000	5,000
Gross Appropriations	8,451,027	8,266,120	10,048,568	9,653,283	(395,285)
Intrafund Transfers	(646,551)	(497,666)	(556,322)	(310,387)	245,935
Net Appropriations	7,804,476	7,768,454	9,492,246	9,342,896	(149,350)
Contingencies/Dept Reserves	683,250	1,295,169	1,667,438	329,884	(1,337,554)
TOTAL REQUIREMENTS	8,487,726	9,063,623	11,159,684	9,672,780	(1,486,904)
NET COUNTY COST	6,050,106	6,704,277	6,577,318	5,895,252	(682,066)
AUTHORIZED POSITIONS					
Salary Resolution	40.0	40.0	38.0	38.0	
Funded FTE	39.5	40.0	38.0	38.0	

Intergovernmental Affairs (1214P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	143,491	12			
Miscellaneous Revenue		6,467			
Total Revenue	143,491	6,479			
Fund Balance	456,288	391,791	298,621	327,454	28,833
TOTAL SOURCES	599,779	398,270	298,621	327,454	28,833
REQUIREMENTS					
Salaries and Benefits	720,578	805,746	867,288	871,444	4,156
Services and Supplies	167,677	143,075	257,819	287,011	29,192
Other Charges	6,814	6,452	35,212	34,946	(266)
Fixed Assets	32,351				
Gross Appropriations	927,419	955,273	1,160,319	1,193,401	33,082
Intrafund Transfers	(74,250)	(52,326)			
Net Appropriations	853,169	902,947	1,160,319	1,193,401	33,082
Contingencies/Dept Reserves	31,285	31,285			
TOTAL REQUIREMENTS	884,454	934,232	1,160,319	1,193,401	33,082
NET COUNTY COST	284,675	535,962	861,698	865,947	4,249
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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	44,739	52,238	38,250	45,250	7,000
Total Revenue	44,739	52,238	38,250	45,250	7,000
Fund Balance	47,696	110,334	155,893	132,406	(23,487)
TOTAL SOURCES	92,435	162,572	194,143	177,656	(16,487)
REQUIREMENTS					
Salaries and Benefits	336,901	344,133	353,581	378,773	25,192
Services and Supplies	66,510	57,476	58,938	165,298	106,360
Other Charges	15,696	35,048	11,328	31,157	19,829
Net Appropriations	419,107	436,657	423,847	575,228	151,381
Contingencies/Dept Reserves	47,696	110,334	155,893	59,350	(96,543)
TOTAL REQUIREMENTS	466,803	546,991	579,740	634,578	54,838
NET COUNTY COST	374,368	384,418	385,597	456,922	71,325
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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	8,003	12,232	13,100	11,500	(1,600)
Charges for Services	29,593	24,677	31,822	7,532	(24,290)
Interfund Revenue	103,349	94,487	107,209	68,955	(38,254)
Miscellaneous Revenue	86,987	78,308	83,950	116,763	32,813
Other Financing Sources	2,162	1,211	2,200	2,200	
Total Revenue	230,094	210,914	238,281	206,950	(31,331)
Fund Balance	9,355	35,444	32,065		(32,065)
TOTAL SOURCES	239,449	246,358	270,346	206,950	(63,396)
REQUIREMENTS					
Salaries and Benefits	1,351,567	1,358,809	1,401,546	1,281,593	(119,953)
Services and Supplies	405,764	316,775	323,919	125,865	(198,054)
Other Charges	219,168	237,070	237,839	229,140	(8,699)
Gross Appropriations	1,976,499	1,912,654	1,963,304	1,636,598	(326,706)
Intrafund Transfers	(440,483)	(350,340)	(403,521)	(157,586)	245,935
Net Appropriations	1,536,016	1,562,314	1,559,783	1,479,012	(80,771)
Contingencies/Dept Reserves	9,355	35,444			
TOTAL REQUIREMENTS	1,545,371	1,597,758	1,559,783	1,479,012	(80,771)
NET COUNTY COST	1,305,922	1,351,399	1,289,437	1,272,062	(17,375)
AUTHORIZED POSITIONS					
Salary Resolution	15.0	14.0	13.0	12.0	(1.0)
Funded FTE	14.5	14.0	13.0	12.0	(1.0)

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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	282,790	20,599		173,490	173,490
Charges for Services	10,839,358	9,503,479	9,193,130	9,467,105	273,975
Miscellaneous Revenue	80,637	69,549	5,700	11,000	5,300
Total Revenue	11,202,785	9,593,628	9,198,830	9,651,595	452,765
Fund Balance	536,789	1,222,009	1,556,215	1,654,491	98,276
TOTAL SOURCES	11,739,574	10,815,637	10,755,045	11,306,086	551,041
REQUIREMENTS					
Salaries and Benefits	14,411,779	13,545,729	14,832,576	15,927,283	1,094,707
Services and Supplies	5,182,372	3,953,508	3,086,580	4,435,335	1,348,755
Other Charges	2,012,776	2,154,824	2,100,268	2,087,485	(12,783)
Fixed Assets	19,756	19,043	141,600	20,000	(121,600)
Gross Appropriations	21,626,683	19,673,104	20,161,024	22,470,103	2,309,079
Intrafund Transfers		(1,798,964)	(952,770)	(3,859,000)	(2,906,230)
Net Appropriations	21,626,683	17,874,140	19,208,254	18,611,103	(597,151)
Contingencies/Dept Reserves		1,103,009	689,203	1,312,786	623,583
TOTAL REQUIREMENTS	21,626,683	18,977,149	19,897,457	19,923,889	26,432
NET COUNTY COST	9,887,109	8,161,512	9,142,412	8,617,803	(524,609)
AUTHORIZED POSITIONS					
Salary Resolution	119.0	113.0	114.0	111.0	(3.0)
Funded FTE	119.0	113.2	113.4	110.7	(2.7)

Appraisal Services (1310P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	4,611,602	3,760,003	3,925,000	4,145,000	220,000
Miscellaneous Revenue	58,250	26,979	2,000	2,000	
Total Revenue	4,669,852	3,786,983	3,927,000	4,147,000	220,000
Fund Balance	536,789	972,009	1,350,115	1,452,391	102,276
TOTAL SOURCES	5,206,641	4,758,992	5,277,115	5,599,391	322,276
REQUIREMENTS					
Salaries and Benefits	7,765,184	7,708,741	8,962,591	8,809,252	(153,339)
Services and Supplies	549,773	537,803	417,981	454,833	36,852
Other Charges	1,155,842	1,174,743	1,182,450	1,198,756	16,306
Fixed Assets	19,756				
Net Appropriations	9,490,554	9,421,286	10,563,022	10,462,841	(100,181)
Contingencies/Dept Reserves		853,009	449,203	976,079	526,876
TOTAL REQUIREMENTS	9,490,554	10,274,295	11,012,225	11,438,920	426,695
NET COUNTY COST	4,283,914	5,515,304	5,735,110	5,839,529	104,419
AUTHORIZED POSITIONS					
Salary Resolution	75.0	72.0	74.0	72.0	(2.0)
Funded FTE	75.0	72.0	73.4	71.7	(1.7)

Administration and Support (1320P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	428,425	306,193	325,450	325,904	454
Miscellaneous Revenue		1,302			
TOTAL SOURCES	428,425	307,495	325,450	325,904	454
REQUIREMENTS					
Salaries and Benefits	1,439,995	1,178,683	1,222,877	1,072,112	(150,765)
Services and Supplies	23,579	22,015	44,700	32,312	(12,388)
Other Charges	8,145	7,513	6,024	6,028	4
TOTAL REQUIREMENTS	1,471,719	1,208,211	1,273,601	1,110,452	(163,149)
NET COUNTY COST	1,043,294	900,716	948,151	784,548	(163,603)
AUTHORIZED POSITIONS					
Salary Resolution	10.0	8.0	8.0	7.0	(1.0)
Funded FTE	10.0	8.2	8.0	7.0	(1.0)

Elections (1330P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Intergovernmental Revenues	282,790	20,599		173,490	173,490
Charges for Services	2,034,645	2,477,970	1,505,230	1,800,351	295,121
Miscellaneous Revenue	20,082	31,996	2,500	7,000	4,500
Total Revenue	2,337,517	2,530,566	1,507,730	1,980,841	473,111
Fund Balance			202,100	202,100	
TOTAL SOURCES	2,337,517	2,530,566	1,709,830	2,182,941	473,111
REQUIREMENTS					
Salaries and Benefits	3,161,965	2,628,871	2,544,017	3,920,403	1,376,386
Services and Supplies	3,891,438	2,671,552	2,009,730	3,594,620	1,584,890
Other Charges	247,405	311,229	258,651	262,249	3,598
Fixed Assets		19,043	141,600		(141,600)
Gross Appropriations	7,300,808	5,630,695	4,953,998	7,777,272	2,823,274
Intrafund Transfers		(1,798,964)	(952,770)	(3,859,000)	(2,906,230)
Net Appropriations	7,300,808	3,831,730	4,001,228	3,918,272	(82,956)
Contingencies/Dept Reserves				96,707	96,707
TOTAL REQUIREMENTS	7,300,808	3,831,730	4,001,228	4,014,979	13,751
NET COUNTY COST	4,963,291	1,301,165	2,291,398	1,832,038	(459,360)
AUTHORIZED POSITIONS					
Salary Resolution	12.0	11.0	11.0	11.0	
Funded FTE	12.0	11.0	11.0	11.0	

County Clerk-Recorder (1340P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	3,764,686	2,959,313	3,437,450	3,195,850	(241,600)
Miscellaneous Revenue	2,305	9,271	1,200	2,000	800
Total Revenue	3,766,992	2,968,584	3,438,650	3,197,850	(240,800)
Fund Balance		250,000	4,000		(4,000)
TOTAL SOURCES	3,766,992	3,218,584	3,442,650	3,197,850	(244,800)
REQUIREMENTS					
Salaries and Benefits	2,044,636	2,029,435	2,103,091	2,125,516	22,425
Services and Supplies	717,582	722,138	614,169	353,570	(260,599)
Other Charges	601,384	661,339	653,143	620,452	(32,691)
Fixed Assets				20,000	20,000
Net Appropriations	3,363,601	3,412,912	3,370,403	3,119,538	(250,865)
Contingencies/Dept Reserves		250,000	240,000	240,000	
TOTAL REQUIREMENTS	3,363,601	3,662,912	3,610,403	3,359,538	(250,865)
NET COUNTY COST	(403,391)	444,327	167,753	161,688	(6,065)
AUTHORIZED POSITIONS					
Salary Resolution	22.0	22.0	21.0	21.0	
Funded FTE	22.0	22.0	21.0	20.9	(0.1)

Controller's Office (1400B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	109				
Charges for Services	1,210,487	1,123,531	1,486,235	1,446,259	(39,976)
Interfund Revenue	133,168	170,812	172,317	100,674	(71,643)
Miscellaneous Revenue	40,167	35,784			
Total Revenue	1,383,931	1,330,127	1,658,552	1,546,933	(111,619)
Fund Balance	1,070,823	1,022,394	1,295,954	1,466,783	170,829
TOTAL SOURCES	2,454,754	2,352,521	2,954,506	3,013,716	59,210
REQUIREMENTS					
Salaries and Benefits	4,971,062	5,146,702	5,575,088	5,617,404	42,316
Services and Supplies	498,322	272,707	261,046	237,168	(23,878)
Other Charges	2,233,912	1,786,802	2,161,215	1,980,806	(180,409)
Fixed Assets		46,208			
Gross Appropriations	7,703,296	7,252,419	7,997,349	7,835,378	(161,971)
Intrafund Transfers	(158,627)		(17,743)	(56,037)	(38,294)
Net Appropriations	7,544,669	7,252,419	7,979,606	7,779,341	(200,265)
Contingencies/Dept Reserves	423,931	751,230	1,041,790	1,082,096	40,306
TOTAL REQUIREMENTS	7,968,600	8,003,649	9,021,396	8,861,437	(159,959)
NET COUNTY COST	5,513,846	5,651,128	6,066,890	5,847,721	(219,169)
AUTHORIZED POSITIONS					
Salary Resolution	45.0	44.0	42.0	42.0	
Funded FTE	43.6	42.6	42.0	41.5	(0.5)

Administration (1411P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue	12,520	11,407			
Total Revenue	12,520	11,407			
Fund Balance	646,892	610,046	492,144	465,420	(26,724)
TOTAL SOURCES	659,412	621,453	492,144	465,420	(26,724)
REQUIREMENTS					
Salaries and Benefits	1,083,481	1,103,310	1,186,527	1,082,448	(104,079)
Services and Supplies	200,211	187,619	210,544	137,575	(72,969)
Other Charges	560,890	581,945	204,039	155,319	(48,720)
Net Appropriations	1,844,581	1,872,874	1,601,110	1,375,342	(225,768)
Contingencies/Dept Reserves		345,882	237,980	131,730	(106,250)
TOTAL REQUIREMENTS	1,844,581	2,218,756	1,839,090	1,507,072	(332,018)
NET COUNTY COST	1,185,169	1,597,303	1,346,946	1,041,652	(305,294)
AUTHORIZED POSITIONS					
Salary Resolution	7.0	7.0	7.0	6.0	(1.0)
Funded FTE	6.8	6.8	7.0	5.8	(1.3)

Internal Audit (1421P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	18,670	40,918	38,648	49,560	10,912
Interfund Revenue	61,300	96,956	69,639	64,500	(5,139)
Miscellaneous Revenue	19,939	3,043			
TOTAL SOURCES	99,909	140,917	108,287	114,060	5,773
REQUIREMENTS					
Salaries and Benefits	981,528	1,173,601	1,298,965	1,307,164	8,199
Services and Supplies	125,884	25,901	29,403	27,821	(1,582)
Other Charges	100	1,357	94,925	96,234	1,309
Gross Appropriations	1,107,511	1,200,859	1,423,293	1,431,219	7,926
Intrafund Transfers			(17,743)	(8,243)	9,500
TOTAL REQUIREMENTS	1,107,511	1,200,859	1,405,550	1,422,976	17,426
NET COUNTY COST	1,007,602	1,059,943	1,297,263	1,308,916	11,653
AUTHORIZED POSITIONS					
Salary Resolution	10.0	10.0	9.0	9.0	
Funded FTE	9.5	9.5	9.0	8.7	(0.3)

Payroll Services (1431P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	109				
Charges for Services	1,756	6,425			
Interfund Revenue			5,850	5,600	(250)
Miscellaneous Revenue		18,981			
Total Revenue	1,865	25,405	5,850	5,600	(250)
Fund Balance			344,462	542,015	197,553
TOTAL SOURCES	1,865	25,405	350,312	547,615	197,303
REQUIREMENTS					
Salaries and Benefits	684,378	601,485	675,459	657,946	(17,513)
Services and Supplies	40,276	2,168	3,485	13,500	10,015
Other Charges	1,621,217	1,197,338	1,598,432	1,443,663	(154,769)
Gross Appropriations	2,345,871	1,800,991	2,277,376	2,115,109	(162,267)
Intrafund Transfers	(80,210)				
Net Appropriations	2,265,661	1,800,991	2,277,376	2,115,109	(162,267)
Contingencies/Dept Reserves			344,462	542,015	197,553
TOTAL REQUIREMENTS	2,265,661	1,800,991	2,621,838	2,657,124	35,286
NET COUNTY COST	2,263,796	1,775,585	2,271,526	2,109,509	(162,017)
AUTHORIZED POSITIONS					
Salary Resolution	6.0	6.0	6.0	6.0	
Funded FTE	5.9	5.9	6.0	6.0	

Controller Information Systems (1432P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Fund Balance		45,997	75,997	75,997	
TOTAL SOURCES		45,997	75,997	75,997	
REQUIREMENTS					
Salaries and Benefits	559,990	697,308	701,674	711,413	9,739
Services and Supplies	20,214	13,221	15,614	57,247	41,633
Other Charges	2,610	932	51,151	57,068	5,917
Fixed Assets		46,208			
Gross Appropriations	582,814	757,668	768,439	825,728	57,289
Intrafund Transfers	(78,417)			(47,794)	(47,794)
Net Appropriations	504,397	757,668	768,439	777,934	9,495
Contingencies/Dept Reserves		55,997	75,997	25,000	(50,997)
TOTAL REQUIREMENTS	504,397	813,665	844,436	802,934	(41,502)
NET COUNTY COST	504,397	767,668	768,439	726,937	(41,502)
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 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	5,667	2,917		76,247	76,247
Interfund Revenue	71,868	73,856	96,828	30,574	(66,254)
Miscellaneous Revenue	120	2,145			
TOTAL SOURCES	77,656	78,918	96,828	106,821	9,993
REQUIREMENTS					
Salaries and Benefits	797,564	784,166	899,697	1,007,925	108,228
Services and Supplies	30,764	43,532	1,500	625	(875)
Other Charges	10,606	4,607	97,883	111,480	13,597
TOTAL REQUIREMENTS	838,934	832,305	999,080	1,120,030	120,950
NET COUNTY COST	761,279	753,387	902,252	1,013,209	110,957
AUTHORIZED POSITIONS					
Salary Resolution	9.0	8.0	8.0	9.0	1.0
Funded FTE	8.5	7.5	8.0	9.0	1.0

Property Tax/Special Accounting (1461P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	1,184,394	1,073,272	1,447,587	1,320,452	(127,135)
Miscellaneous Revenue	7,587	208			
Total Revenue	1,191,981	1,073,480	1,447,587	1,320,452	(127,135)
Fund Balance	423,931	366,351	383,351	383,351	
TOTAL SOURCES	1,615,912	1,439,831	1,830,938	1,703,803	(127,135)
REQUIREMENTS					
Salaries and Benefits	864,122	786,831	812,766	850,508	37,742
Services and Supplies	80,973	267	500	400	(100)
Other Charges	38,488	623	114,785	117,042	2,257
Net Appropriations	983,584	787,721	928,051	967,950	39,899
Contingencies/Dept Reserves	423,931	349,351	383,351	383,351	
TOTAL REQUIREMENTS	1,407,515	1,137,072	1,311,402	1,351,301	39,899
NET COUNTY COST	(208,397)	(302,759)	(519,536)	(352,502)	167,034
AUTHORIZED POSITIONS					
Salary Resolution	8.0	8.0	7.0	7.0	
Funded FTE	7.9	7.9	7.0	7.0	

Treasurer - Tax Collector (1500B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	8,768	6,875	3,650	3,650	
Use of Money and Property	35,900	30,913	30,000	30,000	
Charges for Services	5,101,908	4,818,487	3,911,434	3,911,434	
Interfund Revenue	572,681	809,906	631,000	631,000	
Miscellaneous Revenue	150,933	139,886	81,500	81,500	
Total Revenue	5,870,190	5,806,067	4,657,584	4,657,584	
Fund Balance	4,436,123	4,607,149	4,420,835	4,274,920	(145,915)
TOTAL SOURCES	10,306,313	10,413,216	9,078,419	8,932,504	(145,915)
REQUIREMENTS					
Salaries and Benefits	6,155,246	6,269,689	7,710,363	7,698,598	(11,765)
Services and Supplies	1,451,999	1,604,056	2,797,924	2,527,632	(270,292)
Other Charges	954,786	989,218	1,095,783	996,361	(99,422)
Fixed Assets	6,481		80,000		(80,000)
Gross Appropriations	8,568,512	8,862,963	11,684,070	11,222,591	(461,479)
Intrafund Transfers	(2,780,990)	(2,827,206)	(2,979,938)	(2,979,938)	
Net Appropriations	5,787,522	6,035,757	8,704,132	8,242,653	(461,479)
Contingencies/Dept Reserves	1,675,205	1,060,848	1,587,663	1,587,663	
TOTAL REQUIREMENTS	7,462,727	7,096,605	10,291,795	9,830,316	(461,479)
NET COUNTY COST	(2,843,587)	(3,316,611)	1,213,376	897,812	(315,564)
AUTHORIZED POSITIONS					
Salary Resolution	67.0	63.0	63.0	63.0	
Funded FTE	67.0	65.0	63.0	63.0	

Tax Collector (1510P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Licenses, Permits and Franchises	8,768	6,875	3,650	3,650	
Charges for Services	1,732,908	1,485,041	1,164,474	1,164,474	
Miscellaneous Revenue	67,424	60,307	56,000	56,000	
Total Revenue	1,809,099	1,552,223	1,224,124	1,224,124	
Fund Balance	2,420,845	2,773,803	2,545,097	2,426,867	(118,230)
TOTAL SOURCES	4,229,944	4,326,026	3,769,221	3,650,991	(118,230)
REQUIREMENTS					
Salaries and Benefits	1,924,752	2,031,169	2,391,395	2,351,321	(40,074)
Services and Supplies	816,761	802,101	1,251,200	1,002,078	(249,122)
Other Charges	504,989	544,714	586,900	522,302	(64,598)
Fixed Assets	6,481		80,000		(80,000)
Net Appropriations	3,252,984	3,377,984	4,309,495	3,875,701	(433,794)
Contingencies/Dept Reserves	510,261	370,040	673,102	673,102	
TOTAL REQUIREMENTS	3,763,245	3,748,024	4,982,597	4,548,803	(433,794)
NET COUNTY COST	(466,699)	(578,002)	1,213,376	897,812	(315,564)
AUTHORIZED POSITIONS					
Salary Resolution	19.0	19.0	19.0	19.0	
Funded FTE	19.0	19.0	19.0	19.0	

Treasurer (1520P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	3,300,278	3,269,425	2,696,460	2,696,460	
Miscellaneous Revenue	14,715	29,245			
Total Revenue	3,314,993	3,298,670	2,696,460	2,696,460	
Fund Balance	1,034,314	698,636	558,744	531,059	(27,685)
TOTAL SOURCES	4,349,307	3,997,306	3,255,204	3,227,519	(27,685)
REQUIREMENTS					
Salaries and Benefits	1,295,903	1,645,117	2,016,576	2,024,444	7,868
Services and Supplies	185,154	304,063	604,287	604,287	
Other Charges	218,205	218,535	269,225	233,672	(35,553)
Gross Appropriations	1,699,262	2,167,714	2,890,088	2,862,403	(27,685)
Intrafund Transfers			(152,926)	(152,926)	
Net Appropriations	1,699,262	2,167,714	2,737,162	2,709,477	(27,685)
Contingencies/Dept Reserves	914,944	390,808	518,042	518,042	
TOTAL REQUIREMENTS	2,614,206	2,558,522	3,255,204	3,227,519	(27,685)
NET COUNTY COST	(1,735,100)	(1,438,785)			
AUTHORIZED POSITIONS					
Salary Resolution	12.0	15.0	16.0	16.0	
Funded FTE	12.0	15.0	16.0	16.0	

Revenue Services Program (1530P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	35,900	30,913	30,000	30,000	
Charges for Services	68,723	64,021	50,500	50,500	
Interfund Revenue	572,681	809,906	631,000	631,000	
Miscellaneous Revenue	68,794	50,334	25,500	25,500	
Total Revenue	746,099	955,174	737,000	737,000	
Fund Balance	980,964	1,134,710	1,316,994	1,316,994	
TOTAL SOURCES	1,727,063	2,089,884	2,053,994	2,053,994	
REQUIREMENTS					
Salaries and Benefits	2,934,590	2,593,404	3,302,392	3,322,833	20,441
Services and Supplies	450,084	497,892	942,437	921,267	(21,170)
Other Charges	231,591	225,969	239,658	240,387	729
Gross Appropriations	3,616,265	3,317,266	4,484,487	4,484,487	
Intrafund Transfers	(2,780,990)	(2,827,206)	(2,827,012)	(2,827,012)	
Net Appropriations	835,275	490,059	1,657,475	1,657,475	
Contingencies/Dept Reserves	250,000	300,000	396,519	396,519	
TOTAL REQUIREMENTS	1,085,275	790,059	2,053,994	2,053,994	
NET COUNTY COST	(641,787)	(1,299,824)			
AUTHORIZED POSITIONS					
Salary Resolution	36.0	29.0	28.0	28.0	
Funded FTE	36.0	31.0	28.0	28.0	

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

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue	3,906,632	3,841,324			
Other Financing Sources			5,963,700	6,291,417	327,717
TOTAL SOURCES	3,906,632	3,841,324	5,963,700	6,291,417	327,717
REQUIREMENTS					
Salaries and Benefits	2,528,902	2,502,488	3,182,668	3,510,385	327,717
Services and Supplies	1,186,168	1,161,773	2,613,032	2,613,032	
Other Charges	126,062	76,867	168,000	168,000	
Fixed Assets	65,500	100,197			
TOTAL REQUIREMENTS	3,906,632	3,841,324	5,963,700	6,291,417	327,717
AUTHORIZED POSITIONS					
Salary Resolution	16.0	16.0	19.0	20.0	1.0
Funded FTE	16.0	16.0	18.5	20.0	1.5

County Counsel (1600B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	4,738,336	3,671,677	3,518,688	3,675,996	157,308
Miscellaneous Revenue	100,431	20,703	5,000	10,000	5,000
Total Revenue	4,838,767	3,692,380	3,523,688	3,685,996	162,308
Fund Balance	790,185	2,549,460	2,771,668	2,324,641	(447,027)
TOTAL SOURCES	5,628,952	6,241,840	6,295,356	6,010,637	(284,719)
REQUIREMENTS					
Salaries and Benefits	7,508,045	7,283,063	8,052,569	8,060,774	8,205
Services and Supplies	449,849	355,058	721,915	648,150	(73,765)
Other Charges	347,006	358,334	432,073	375,143	(56,930)
Gross Appropriations	8,304,900	7,996,456	9,206,557	9,084,067	(122,490)
Intrafund Transfers	(1,220,703)	(776,687)	(1,139,052)	(927,773)	211,279
Net Appropriations	7,084,197	7,219,769	8,067,505	8,156,294	88,789
Contingencies/Dept Reserves	1,761,212	1,794,750	2,164,511	1,379,943	(784,568)
TOTAL REQUIREMENTS	8,845,409	9,014,519	10,232,016	9,536,237	(695,779)
NET COUNTY COST	3,216,457	2,772,679	3,936,660	3,525,600	(411,060)
AUTHORIZED POSITIONS					
Salary Resolution	40.0	40.0	38.0	38.0	
Funded FTE	38.2	38.2	38.0	36.6	(1.4)

Human Resources Department (1700B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	348,275	325,873	315,679	266,219	(49,460)
Interfund Revenue	3,650,803	4,016,284	4,498,406	4,260,820	(237,586)
Miscellaneous Revenue	23,888	258,767	237,100	257,100	20,000
Total Revenue	4,022,967	4,600,923	5,051,185	4,784,139	(267,046)
Fund Balance	939,868	737,716	778,895	711,395	(67,500)
TOTAL SOURCES	4,962,835	5,338,639	5,830,080	5,495,534	(334,546)
REQUIREMENTS					
Salaries and Benefits	6,922,789	7,017,689	7,679,878	7,164,785	(515,093)
Services and Supplies	1,891,466	1,725,750	1,952,603	1,916,913	(35,690)
Other Charges	525,678	651,266	559,883	549,498	(10,385)
Fixed Assets	6,470				
Gross Appropriations	9,346,403	9,394,705	10,192,364	9,631,196	(561,168)
Intrafund Transfers	(1,188,555)	(1,097,019)	(1,251,138)	(1,439,546)	(188,408)
Net Appropriations	8,157,848	8,297,686	8,941,226	8,191,650	(749,576)
Contingencies/Dept Reserves	579,841	569,841	590,531	590,531	
TOTAL REQUIREMENTS	8,737,689	8,867,527	9,531,757	8,782,181	(749,576)
NET COUNTY COST	3,774,854	3,528,888	3,701,677	3,286,647	(415,030)
AUTHORIZED POSITIONS					
Salary Resolution	59.0	55.0	55.0	51.0	(4.0)
Funded FTE	56.6	54.1	52.9	48.4	(4.5)

Information Services Department (1800B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	94,097	114,236	92,926	143,748	50,822
Charges for Services	4,258,867	551,034	617,087	509,324	(107,763)
Interfund Revenue	12,758,848	12,178,586	12,930,063	11,471,021	(1,459,042)
Miscellaneous Revenue	57,646	87,372			
Total Revenue	17,169,458	12,931,229	13,640,076	12,124,093	(1,515,983)
Fund Balance	9,639,555	8,346,439	4,304,897	741,791	(3,563,106)
TOTAL SOURCES	26,809,013	21,277,668	17,944,973	12,865,884	(5,079,089)
REQUIREMENTS					
Salaries and Benefits	19,583,137	21,507,553	23,196,978	21,750,782	(1,446,196)
Services and Supplies	29,401,461	26,011,689	28,859,237	25,046,125	(3,813,112)
Other Charges	1,329,898	1,411,493	1,695,276	1,400,473	(294,803)
Fixed Assets	778,053	532,577	2,976,196	1,701,677	(1,274,519)
Other Financing Uses	352,002	579,087	704,180	286,089	(418,091)
Gross Appropriations	51,444,552	50,042,399	57,431,867	50,185,146	(7,246,721)
Intrafund Transfers	(32,980,477)	(32,985,749)	(41,293,200)	(39,678,568)	1,614,632
Net Appropriations	18,464,074	17,056,650	16,138,667	10,506,578	(5,632,089)
Contingencies/Dept Reserves	8,344,938	4,221,018	1,806,306	2,359,306	553,000
TOTAL REQUIREMENTS	26,809,012	21,277,668	17,944,973	12,865,884	(5,079,089)
AUTHORIZED POSITIONS					
Salary Resolution	155.0	158.0	152.0	140.0	(12.0)
Funded FTE	154.3	158.0	150.3	139.3	(11.0)

Information and Technology Availability (1830P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	94,097	114,236	92,926	143,748	50,822
Charges for Services	711,563	467,434	481,483	470,035	(11,448)
Interfund Revenue	1,712,731	1,737,934	7,641,528	7,502,668	(138,860)
Miscellaneous Revenue	26,792	44,955			
Total Revenue	2,545,182	2,364,559	8,215,937	8,116,451	(99,486)
Fund Balance	8,843,352	6,047,626	3,493,407	1,791	(3,491,616)
TOTAL SOURCES	11,388,534	8,412,185	11,709,344	8,118,242	(3,591,102)
REQUIREMENTS					
Salaries and Benefits	9,037,704	12,191,130	12,848,357	12,701,950	(146,407)
Services and Supplies	15,431,530	16,010,050	17,114,046	16,664,266	(449,780)
Other Charges	548,096	595,903	1,008,776	846,174	(162,602)
Fixed Assets	418,891	471,793	1,245,696	675,696	(570,000)
Other Financing Uses	352,002	579,087	704,180	286,089	(418,091)
Gross Appropriations	25,788,223	29,847,963	32,921,055	31,174,175	(1,746,880)
Intrafund Transfers	(10,397,941)	(10,389,456)	(22,278,017)	(24,668,239)	(2,390,222)
Net Appropriations	15,390,282	19,458,507	10,643,038	6,505,936	(4,137,102)
Contingencies/Dept Reserves	6,047,626	4,005,115	1,066,306	1,612,306	546,000
TOTAL REQUIREMENTS	21,437,908	23,463,622	11,709,344	8,118,242	(3,591,102)
NET COUNTY COST	10,049,374	15,051,437			
AUTHORIZED POSITIONS					
Salary Resolution	82.0	88.0	88.0	85.0	(3.0)
Funded FTE	81.3	87.0	86.3	84.3	(2.0)

Project Management (1840P)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Charges for Services	2,100	4,905	135,604		(135,604)
Interfund Revenue			5,288,535	3,855,037	(1,433,498)
Miscellaneous Revenue	28,456	36,538			
Total Revenue	30,556	41,443	5,424,139	3,855,037	(1,569,102)
Fund Balance			811,490	740,000	(71,490)
TOTAL SOURCES	30,556	41,443	6,235,629	4,595,037	(1,640,592)
REQUIREMENTS					
Salaries and Benefits	8,611,240	7,360,771	8,421,986	7,235,241	(1,186,745)
Services and Supplies	9,557,008	8,469,468	10,725,447	7,963,410	(2,762,037)
Other Charges	215,564	225,960	90,958	90,958	
Fixed Assets	95,607	33,270	952,400	1,025,981	73,581
Gross Appropriations	18,479,418	16,089,470	20,190,791	16,315,590	(3,875,201)
Intrafund Transfers	(2,650,353)	(3,380,700)	(19,015,183)	(12,467,553)	6,547,630
Net Appropriations	15,829,065	12,708,770	1,175,608	3,848,037	2,672,429
Contingencies/Dept Reserves			598,087	747,000	148,913
TOTAL REQUIREMENTS	15,829,065	12,708,770	1,773,695	4,595,037	2,821,342
NET COUNTY COST	15,798,509	12,667,327	(4,461,934)		4,461,934
AUTHORIZED POSITIONS					
Salary Resolution			51.0	42.0	(9.0)
Funded FTE			51.0	42.0	(9.0)

Grand Jury (1920B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Miscellaneous Revenue		1,880			
Total Revenue		1,880			
Fund Balance	128,523	128,523	174,464	174,464	
TOTAL SOURCES	128,523	130,403	174,464	174,464	
REQUIREMENTS					
Salaries and Benefits	46,525	44,550	55,941	55,941	
Services and Supplies	432,194	437,527	529,468	475,107	(54,361)
Other Charges	3,341	3,393	8,500	6,000	(2,500)
Net Appropriations	482,060	485,470	593,909	537,048	(56,861)
Contingencies/Dept Reserves	128,523	128,523	128,523	128,523	
TOTAL REQUIREMENTS	610,583	613,993	722,432	665,571	(56,861)
NET COUNTY COST	482,060	483,590	547,968	491,107	(56,861)

Non-Departmental Services (8000B)
General Funds

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Taxes	371,642,175	382,854,036	331,609,191	329,717,886	(1,891,305)
Licenses, Permits and Franchises	443,999	396,063	396,063	396,063	
Fines, Forfeitures and Penalties		980,581			
Use of Money and Property	1,951,413	4,081,757	5,483,769	5,483,769	
Intergovernmental Revenues	1,370,385	2,497,440	1,347,240	1,345,345	(1,895)
Charges for Services	2,214,369	22,721	205	205	
Interfund Revenue	14,201,947	3,887,343	4,448,594	4,835,053	386,459
Miscellaneous Revenue	1,403,971	504,200	400,000	300,000	(100,000)
Other Financing Sources	975,474				
Total Revenue	394,203,734	395,224,142	343,685,062	342,078,321	(1,606,741)
Fund Balance	217,508,722	222,079,958	246,634,457	175,358,912	(71,275,545)
TOTAL SOURCES	611,712,456	617,304,100	590,319,519	517,437,233	(72,882,286)
REQUIREMENTS					
Salaries and Benefits	3,233,157	2,531,803	2,100,000	2,100,000	
Services and Supplies	11,511,349	15,745,288	18,130,055	15,686,308	(2,443,747)
Other Charges	1,324,061	2,673,079	2,602,956	2,457,336	(145,620)
Other Financing Uses	13,919,130	9,546,722	21,382,456	21,374,948	(7,508)
Gross Appropriations	29,987,697	30,496,892	44,215,467	41,618,592	(2,596,875)
Intrafund Transfers	(552,264)	(2,527,946)	(794,582)	(662,800)	131,782
Net Appropriations	29,435,433	27,968,946	43,420,885	40,955,792	(2,465,093)
Contingencies/Dept Reserves	145,607,523	124,431,799	153,001,597	112,978,163	(40,023,434)
TOTAL REQUIREMENTS	175,042,956	152,400,745	196,422,482	153,933,955	(42,488,527)
NET COUNTY COST	(436,669,500)	(464,903,355)	(393,897,037)	(363,503,278)	30,393,759

Contingencies (8100B)
General Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
REQUIREMENTS					
Contingencies/Dept Reserves	30,415,719	30,324,876	30,704,543	29,334,743	(1,369,800)
TOTAL REQUIREMENTS	30,415,719	30,324,876	30,704,543	29,334,743	(1,369,800)
NET COUNTY COST	30,415,719	30,324,876	30,704,543	29,334,743	(1,369,800)

Debt Service Fund (8900B)

Debt Service Fund

FY 2011-12 Budget Unit Summary

	Actual 2008-09	Actual 2009-10	Revised 2010-11	Recommended 2011-12	Change 2011-12
SOURCES					
Use of Money and Property	(815,907)	156,831			
Other Financing Sources	30,534,805	30,408,580	29,636,404	29,654,562	18,158
Total Revenue	29,718,898	30,565,411	29,636,404	29,654,562	18,158
Fund Balance	23,970,476	15,840,300	16,456,209	17,457,915	1,001,706
TOTAL SOURCES	53,689,374	46,405,711	46,092,613	47,112,477	1,019,864
REQUIREMENTS					
Other Charges	37,849,074	29,949,501	30,560,797	30,594,638	33,841
Net Appropriations	37,849,074	29,949,501	30,560,797	30,594,638	33,841
Non-General Fund Reserves	15,840,300	16,456,209	15,531,816	16,517,839	986,023
TOTAL REQUIREMENTS	53,689,374	46,405,710	46,092,613	47,112,477	1,019,864

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GLOSSARY OF BUDGET TERMS

COUNTY OF SAN MATEO FY 2011-12 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