

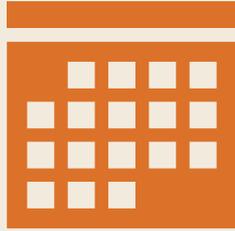
# Civics 101

The County Budget  
September 27, 2023

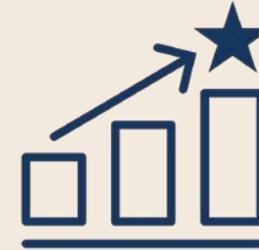
Robert Manchia,  
County Chief Financial  
Officer



# 2-Year Budget and Performance Cycle



Implemented  
in 2013



Allow time to focus on  
performance improvements



Facilitate longer-term  
financial planning



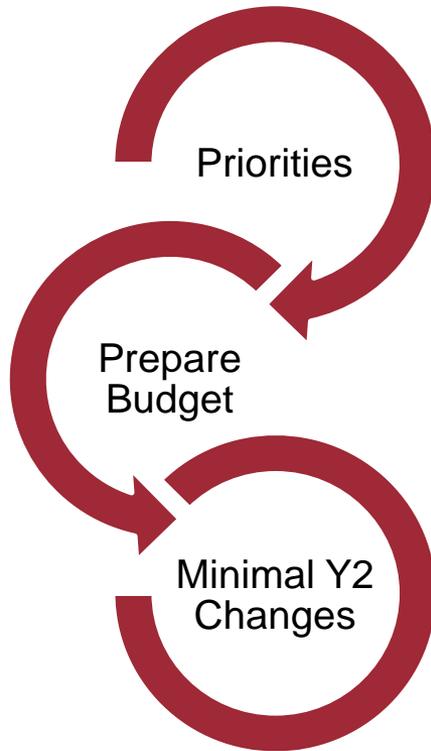
Year 1 Budget,  
Year 2 Performance

# Overview of the Two-Year Cycle

From Vision to Results



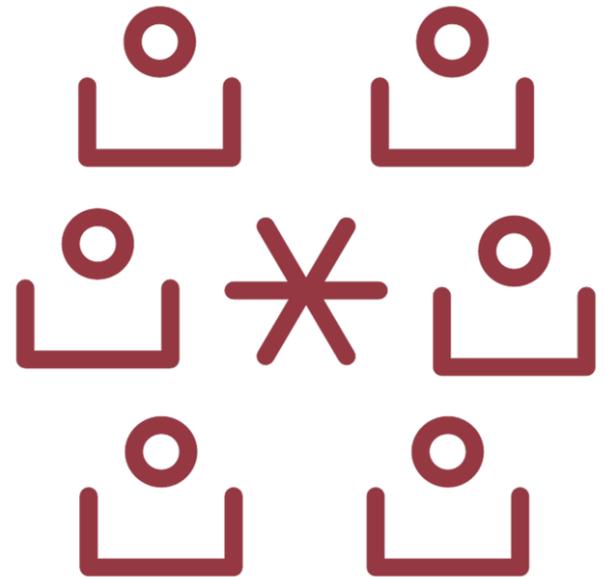
# Highlights of Budget Cycle



- Review goals and set priorities
- Mid-Year financial update
  - 5 Year projections
  - Major trends
  - Budget Issues
- Get Board direction
- Prepare budget
  - Line-item budgets for 2 years
- Minimal changes in Year 2

# Key Stakeholders

- County Residents
- Board of Supervisors
- County Manager's Office
- Department Heads
- Program Managers
- County Staff
- State and Federal Government



# Budget Components





# Total Sources

Combination of revenues to  
fund expenditures

*Where the money comes from*





# FY 2023-24 Total Sources

---

**Taxes**  
24%

**Intergovernmental  
Revenues**  
23%

**Fund balance**  
27%

**Charges for  
Services**  
11%

**Other**  
15%

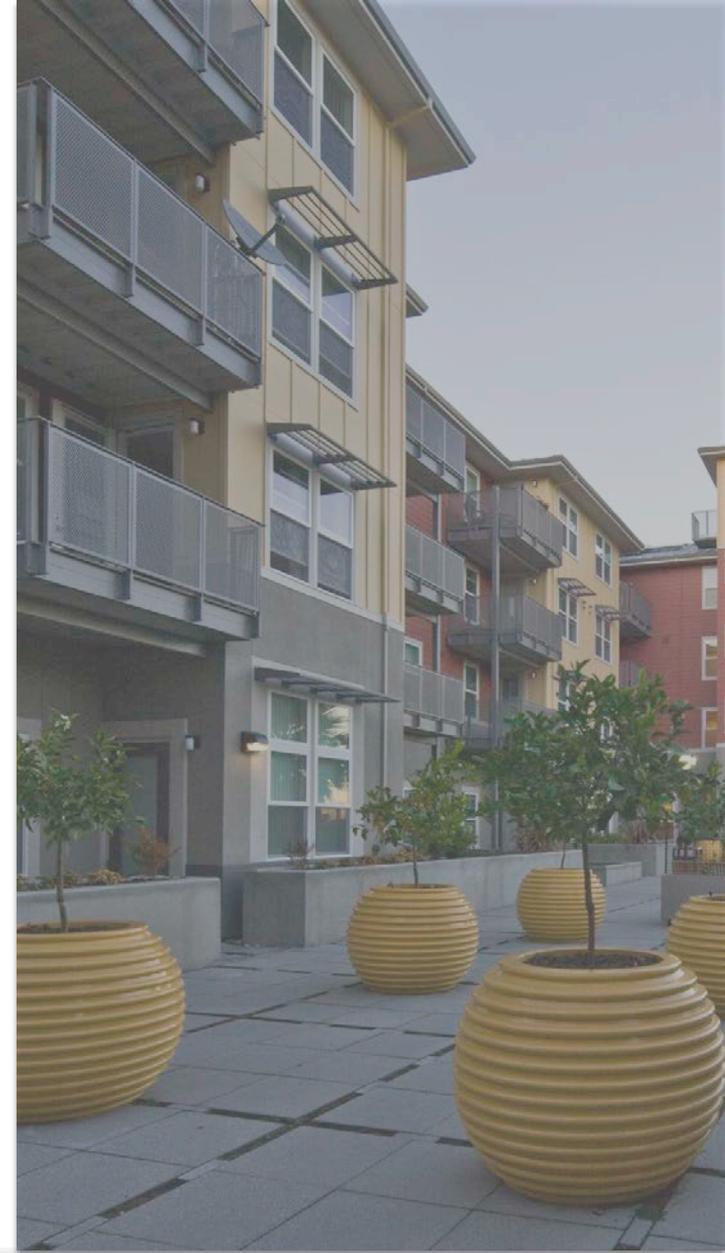




# Total Requirements

Expenditure appropriations,  
intrafund transfers and reserves

***Where the money is spent***





# FY 2023-24 Total Requirements

Health  
30%

Admin / Fiscal  
29%

Community Services  
20%

Criminal  
Justice  
13%

Social  
Services  
8%





# Net County Cost (NCC)

$NCC = \text{Total Requirements} - \text{Total Sources}$

Non-Departmental or general purpose revenue (property taxes, sales tax, vehicle license fees)



# NCC Targets

- Most Non-General Fund departments have no Net County Cost, meaning they don't depend on General Fund to operate
- Targets are based on a number of factors, including growth in revenue and costs, Countywide priorities, and other needs





# FY 2023-24 NCC

**Criminal Justice**  
39%

**Health**  
31%

**Admin / Fiscal**  
12%

**Social  
Services**  
11%

**Comm  
Services**  
7%

Health includes the Medical Center

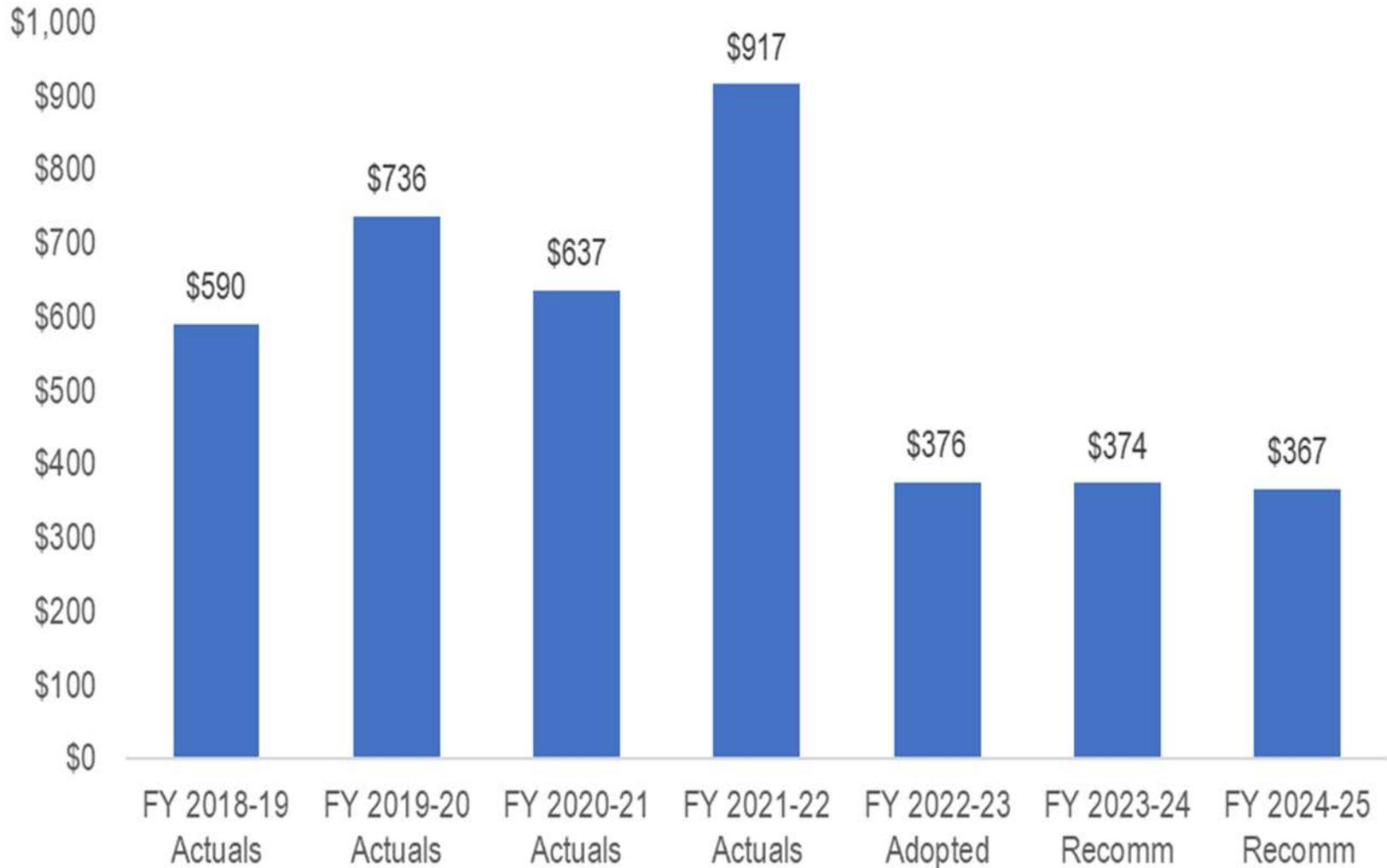




# Reserves Policy

- Established 1999
- Department minimum = 2%
- Overall reserves = 10% + \$4 million for Capital & IT
- 50/50 fund balance split
- One-time use of funds or pay-down of liabilities

## General Fund Reserves and Contingencies (in Millions)





# Budget Central

<https://www.smcgov.org/ceo>



COUNTY OF SAN MATEO





# Highlights of Performance Cycle

- Prioritize resources for next two-year cycle
- Continuous evaluation and improvement
- Compare to benchmarks/best practices
- Dashboards to monitor and communicate performance

# SMC Performance



Shared Vision  
2020



SUPPORTED BY MEASURE K  
LOCAL FUNDS  
LOCAL NEEDS  
[WWW.SMCGOV.ORG](http://WWW.SMCGOV.ORG)

Measure K

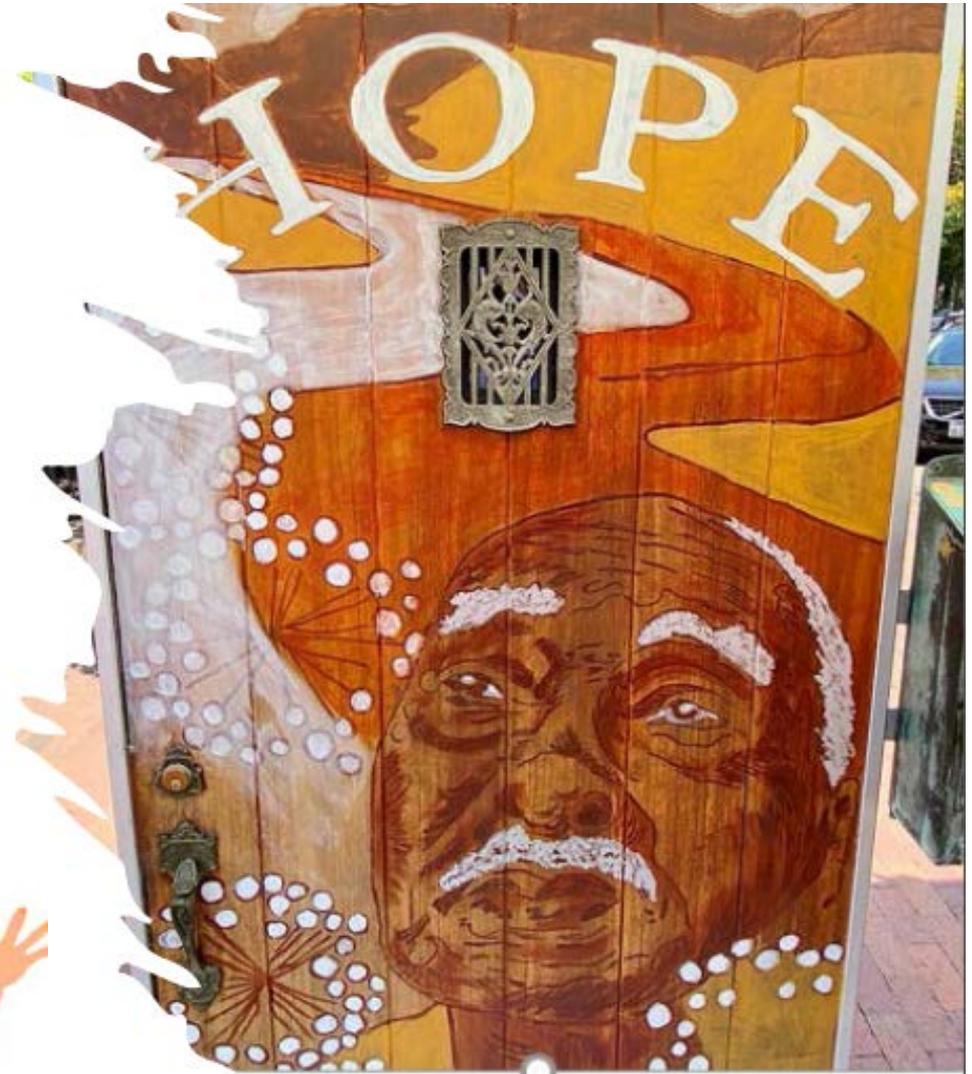


Department  
Performance



# Equity-Focus

To achieve **equity**, we must create the conditions that allow all to reach their full potential.



# Shared Vision 2025

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



# Community Impact Goals



## Prosperous

Improve  
Affordability  
Close  
Achievement Gap



## Healthy and Safe

Reduce Crime  
Increase Life  
Expectancy



## Livable

Transit Accessibility  
Community  
Engagement



## Environmentally Conscious

Greenhouse Gases  
Natural Resources



## Collaborative

Effective and  
Collaborative  
Government



# Priorities



Homelessness/Affordable Housing

Children and Families

Emergency Preparedness

Data-Driven Program Analysis



Questions?

COUNTY OF SAN MATEO

